



Bristol Community Land Trust

Strategic Plan

2025 - 2028

Who we are

Summary

Bristol CLT is registered under the Co-operative and Community Benefit Societies Act 2014 (amended March 2019) Registration number 31243R.

Values

We put people first—creating safe, affordable, and sustainable places to live. Together, we shape neighbourhoods that are inclusive, connected, and built to last.

Area of operation – Bristol CLT have defined their area of operation as the local community of Bristol with a mandate to operate across the “West of England”

Vision - To develop inclusive community-led projects with a focus on housing—where everyone has access to safe, affordable, and comfortable homes, and where communities are rooted, resilient, and thriving.

Mission - To establish diverse and supported communities by protecting community assets ensuring they’re used, developed, and reinvested in ways that benefit everyone, now and for generations to come.

Strategic Objectives

- Champion the role of community-led housing
- Enable the development of sustainable homes and places
- Ensure organisational excellence including financial, legal and governance
- Build a strong, inclusive, and engaged membership base.

Key Actions 2025 – 2028

- Engage with policymakers and respond to housing consultations
- Host community events and awareness campaigns
- Build partnerships with housing associations and local authorities
- Support residents with training and toolkits for housing projects
- Ensure homes are energy-efficient and climate-resilient
- Ensure good governance through regular governance and financial reviews
- Grow and diversify membership through outreach and digital platforms.

Our history

Summary timeline

2011	BCLT launched, supported by Bristol City Council (BCC) funding earmarked for community led housing
2011/12	325 Fishponds Rd identified as first project: development of 12 residential units on land provided by BCC. Planning app. submitted (granted 2015)
2013	Merry Hill (known as 'Shaldon Road' until 2021) identified as second project: initially development of ~20 units on former allotment, acquired through BCC
2014	BCLT become registered provider
2016	325 Fishponds Road development completed
2017	Merry Hill planning application submitted, revised to 50 units (granted 2018)
2018-2021	Brighter Places, formerly playing a supporting role, becomes lead developer of Merry Hill. Leasehold sold to Brighter Places to finance loan repayments.
2018	Community Led Homes West (CLHW) established following the 2016 conference 'Scaling Up Community Led Housing' and <i>Power to Change</i> and period of consultation between BCLT and partners to develop proposals for a regional CLH support hub.
2019	BCLT agree to host CLHW and incorporate it into their governance structure. CLHW becomes operational in 2020
2022	<i>BCLT and CLH West DRAFT Business Plan 2022-2027</i>
2023	CLHW closes following the decision to discontinue the national Community Housing Fund
2023	Merry Hill development completed; decision made to sell Merry Hill freehold to Brighter Places (08/23)

Membership

Launched with 150 members paying £1, membership grew to almost 300 by 2014. In August 2020, a member survey (values, principles, mission and strategy focus) sent to BCLT's 533 subscribed members, of which 43 responded. Their responses formed the basis of 5 key strategic priorities:

1. Champion the sector to secure community-led housing as a permanent way of delivering affordable housing in the West of England
2. Develop BCLT's role as an inclusive enabler to galvanise and support people to develop their own groups and projects and to build their skills and capacity in community-led housing
3. Position BCLT as the "go to" Community Land Trust in the West of England, with the opportunity to hold assets for other groups to further their community-led housing aspirations
4. Building the roles of BCLT members to be active in their areas of interest
5. Contribute to post Covid-19 recovery by supporting the building of strong, inclusive communities and enabling local economic growth

Next phase

Organisational Transition and Strategic Renewal

Between 2023 and 2024, Bristol CLT underwent a significant period of transformation. With the conclusion of funding that supported its hub role and financial challenges, the organisation made a series of strategic decisions to stabilise and refocus its efforts:

- Consolidated existing assets, with a particular focus on the Fishponds Road site
- Reduced staffing to a single part-time paid role
- Undertake a review and refresh of the Board to strengthen leadership
- Prioritised the development of robust governance structures before pursuing new development opportunities
- Reassessed and refined the membership offer

The work to address the above priorities has now started with a part time working in post and a review and refresh of the board having taken place.

Since April 2025 work has been ongoing to improve the governance of the organisation, and a review of all policies and procedures.

Strategic Plan 2025 – 2028

In June 2025, a newly formed Board came together to shape a three-year strategic plan. This plan builds on previous work and incorporates feedback from the membership.

Outlined below are the strategic priorities, actions, and targets the Board has committed to delivering over the next three years.

Vision

To develop inclusive community-led projects with a focus on housing—where everyone has access to safe, affordable, and comfortable homes, and where communities are rooted, resilient, and thriving.

Mission, Aims and Objectives

Mission – *To establish diverse and supported communities by protecting community assets ensuring they're used, developed, and reinvested in ways that benefit everyone, now and for generations to come.*

Aims - *Retain asset value for the benefit of the local community*

- Ensure that the viable assets are not sold or developed except in a manner which the Society's members think benefits the local community
- Maximise asset value for the benefit of the local community
- Recycle any gains made in dealing with the assets for the benefit of the local community

Objectives - Securing the maintenance, improvement and creation of amenities for the local community; and the wellbeing of those who live and work, or want to live and work, in the local community and, to enable people to build thriving, inclusive communities through the democratic ownership and stewardship of land and other assets. The board have defined this work through four strategic objectives:

1. **Champion the role of community led housing** – work towards becoming leaders in the Southwest and beyond for community led housing
2. **Community-Led Housing Development** - enable the development of sustainable homes and places
3. **Organisational Excellence** - Ensure the organisation is compliant and operating at the highest level including financial, legal and governance
4. **Community Engagement and membership growth** - To build a strong, inclusive, and engaged membership base that reflects the diversity of the local community and actively participates in the democratic governance, decision-making, and stewardship of community assets.

Values statement - At Bristol CLT, we're building more than homes—we're building communities. We put **people first**, creating safe, affordable, and sustainable places to live. Together, we shape neighbourhoods that are inclusive, connected, and built to last.

Achieving our strategic objectives and delivering on our values

Set out below is the work required to achieve the four strategic objectives and the measures to monitor progress.

Champion the role of community led housing

Goal: Engage with local and regional policymakers to promote Bristol CLT as an example of best practise in community-led housing.

- **Advocacy and Policy Engagement**
 - Respond to consultations and contribute to housing strategy discussions in the West of England
 - Join and collaborate with national networks like the National CLT Network to amplify influence and encourage diversity.
- **Public Awareness and Education**
 - Launch a public awareness campaign highlighting the benefits and successes of community-led housing
 - Host open days, site visits, and community events to showcase projects like Fishponds Road
 - Develop accessible materials (videos, infographics, case studies) to explain the CLT model.
- **Partnership Building**
 - Build strategic partnerships with housing associations, local authorities, and developers
 - Collaborate with universities and research institutions to evidence the impact of community-led housing
 - Engage with other CLTs to share best practices and explore joint ventures.
- **Community Empowerment**
 - Facilitate workshops and training for residents interested in forming or joining housing projects
 - Support local groups to initiate their own community-led housing initiatives under the CLT umbrella
 - Provide toolkits and mentoring to help communities navigate the development process.
- **Evidence and Impact**
 - Collect and publish data on housing need and the impact of community-led housing in Bristol.

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- Develop case studies demonstrating how Bristol CLT projects meet affordability, sustainability, and inclusion goals.
- Monitor and evaluate outcomes to strengthen the case for further investment and support.

Community-Led Housing Development

Goal: Deliver sustainable, affordable homes that meet local needs.

This priority is about making sure we have the right support to enable people to access accommodation, maintain it and live well. Partnerships are essential to achieving this priority. The homes we build should help our community live well.

Ensuring that the homes we provide are good quality and can provide a safe, healthy home. Homes that are well maintained and free from damp, mould and other hazards are essential to improve the health of our residents. We need homes and neighbourhoods that support independence, health, and wellbeing and can be adapted as and when required. We also want energy-efficient homes and homes that can withstand our changing climate.

Key Actions:

- Identify and secure land and properties for community-led housing
- Partner with local authorities, housing associations, and ethical developers
- Prioritise environmentally sustainable design and construction
- Develop a pipeline of projects with clear timelines and community involvement.

Organisational Excellence

Goal: Operate with integrity, compliance, and best practice governance.

One of the key aspects of requirements for Registration as a Provider of Social Housing is compliance with the Governance and Financial Viability Standard. A central aspect of this is demonstrating, as part of “good Governance” is the adoption of – and demonstrable compliance with, a formal Code of Governance.

Key Actions:

- Conduct regular reviews of legal, financial, and governance frameworks, ensuring we are meeting statutory requirements in an accessible and inclusive way
- Provide training for board members and staff
- Implement systems for monitoring impact and performance
- Maintain compliance with the Co-operative and Community Benefit Societies Act.

Community Engagement & Membership Growth

Goal: Build a diverse, inclusive, and active membership base.

Engagement is the heartbeat of every thriving community. It's the trust built through honest conversations, the loyalty formed by shared experiences, and the connection that makes every person feel valued.

Community engagement can range from encouraging communities to share their views and influence the services we provide, to supporting communities to make decisions and provide services with us.

We will reestablish our membership offer to create a network of people who wish to be part of a movement that puts **people before profit**

Key Actions:

- Launch outreach campaigns in underrepresented neighbourhoods
- Host regular community events, workshops, and forums
- Develop a digital platform for member engagement and feedback
- Provide training and leadership opportunities for members.

Cross-Cutting Themes

Goal: we aim to establish a model community that exemplifies equality, sustainability, and innovation by:

At the heart of our mission lies a commitment to building not just homes, but resilient, inclusive communities. Our approach is guided by four cross-cutting themes that shape every decision and partnership we pursue. By embedding equality and inclusion, championing climate resilience, fostering collaborative partnerships, and embracing innovation, we aim to create sustainable neighbourhoods that reflect the values and aspirations of all who live in them.

Key Actions:

- **Equality & Inclusion:** Constantly improve our equality and diversity practices and seek to enhance representation and feedback from all communities
- **Climate Resilience:** Prioritise low-carbon, energy-efficient housing and green infrastructure
- **Partnerships:** Collaborate with local councils, funders, universities, and other CLTs
- **Innovation:** Explore new models of housing, financing, and construction.

Conclusion

Bristol CLT is committed to creating a financially secure and inclusive Community Led Housing model building on the history of the organisation, learning from the challenges these have brought and moving forward to ensure the vision and values can be delivered.

As we now move into the next phase of development there are higher levels of risk and a variety of systems and processes which need to be in place to manage the objects set out in this document.

As a Community Led model of providing homes our priority is not about volume but quality. As we grow, we need to develop a more systematic approach to environmental, social and governance issues affecting our area of benefit. This includes measuring and recording what we achieve, and also setting ourselves goals and thinking in more detail about how to work with our communities to achieve these.