



Bristol City Council

Community Led Housing Land Disposal Policy (2020): Monitoring Framework

(For Community Led Housing Groups that were successfully selected as preferred bidders in Tranche 1 and Tranche 2 of CLH Land Disposals)

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1. Introduction

The Community Led Housing Land Disposal Policy (CLH LDP) was adopted in 2020, and the council allocated sites to Community Led Housing (CLH) groups through two rounds of land disposal bids, known as Tranche 1 and Tranche 2. Delivery milestones and timeframes were established in accordance with the CLH LDP. However, by August 2025, the selected preferred bidder CLH groups, have not made the expected progress and is likely to miss the established milestones.

In response to these delays, the Strategy and Enabling (S&E) service has reviewed the existing CLH LDP delivery pipeline. This document aims to clearly outline the review and monitoring processes for these projects going forward, including the preferred agreement on land disposal routes, the process for extending milestones, and the circumstances under which the council may withdraw preferred bidder status.

2. Purpose of the Document

This guidance sets out practical monitoring processes for Bristol City Council when supporting existing CLH groups selected as preferred bidders for sites allocated under the CLH LDP. It is designed as a working tool for officers and CLH groups to make sure projects are supported appropriately, risks are managed, outcomes are delivered effectively, or a decision is taken to withdraw preferred bidder status.

3. Principles

- **Transparency:** Be clear about expectations, processes, and outcomes.
- **Proportionality:** Tailor monitoring to the stage, scale, and complexity of the project.
- **Partnership and Accountability:** Support collaboration and hold the Council and CLH groups accountable for delivering the existing CLH LDP pipeline.
- **Learning and Improvement:** Use monitoring to identify lessons and inform future practices.

4. Initial Review & Extension of Original Milestones

Since the original milestone timeline has not been met across the CLH LDP, S&E conducted an initial review of the CLH LDP pipeline. This review was aimed at determining each project's current stage and guiding our procedures for agreeing on extensions to the original milestones outlined in the CLH LDP.

Extensions to the original milestones will be agreed upon on a case-by-case basis, and the aim is that all extensions will be confirmed when the Preferred Bidder Partnership Agreement is signed.

4.1. Review Process

The process for agreeing extensions to the original milestones is as follows:

Step 1	The CLH Lead shall write to each CLH group offering a provisional offer to extend their original milestones.
Step 2	<p>In the offer letter, all CLH groups will be asked to provide the following up-to-date information to demonstrate the deliverability of their project:</p> <p>A Business Plan that includes:</p> <ul style="list-style-type: none">• Organisation Type & Registration Number(s) and Members (highlighting key contacts)• Project Proposal• Planning Status/Proposals• Project Programme with milestones• Latest Funding and Cost Appraisal• Demonstrate Social Value and Community Benefit/Engagement• Marketing and Communications Strategy• Risk Register• Method Statements of Compliance with Bristol City Council CLH Governance and Finance Standards and Management Standards. (if

	<p>working with an RP then letter of comfort from Partner RP can be used instead).</p> <p>CLH groups shall provide this information within 8 weeks from the date of their offer letter.</p> <p>Accompanying document: CLH Deliverability Checklist provides further details of the required information.</p>
Step 2	<p>Based on information provided by the CLH groups, S&E shall review the documentation supplied and the proposed milestones to formally agree on extensions to the original milestones with each individual CLH group. Any extensions agreed will be on a site-by-site basis where applicable (for example where a CLH group is preferred bidder for more than one site).</p> <p>These agreed extensions will be set out in a Preferred Bidder Partnership Agreement.</p> <p>(4 – 6 weeks for S&E to review documentation and prepare the Preferred Bidder Partnership Agreement).</p>
Step 3	<p>The Preferred Bidder Partnership Agreement will be signed and held by each CLH Group and the Head of Housing Delivery.</p> <p>This agreement will:</p> <ul style="list-style-type: none"> • Clearly set out the revised delivery milestones • Ask CLH groups to confirm they understand this document and its purpose as an ongoing CLH LDP Monitoring Framework • Confirm preferred Land Disposal Route • Give CLH groups renewed confirmation of their preferred bidder status
Step 4	<p>Once the Preferred Bidder Partnership Agreement has been signed, the revised delivery milestones will be formally agreed, and the ongoing CLH LDP Monitoring Framework set out at section 5 below will apply.</p>

4.2. Review Process: If the scheme is not evidenced to be deliverable

If a CLH group cannot provide the requested information to demonstrate that its scheme is deliverable within 8 weeks, or the information provided does not demonstrate that the scheme is deliverable, the group's preferred bidder status will be reviewed by the Enabling Manager.

If the Enabling Manager recommends withdrawing the preferred bidder status of a CLH group, this will be reported to the Head of Housing Delivery. The Head of Housing Delivery will review and has the Authority to recommend to senior leaders and elected members that the preferred bidder agreement is withdrawn.

CLH groups will be notified in writing within 14 working days if the decision has been made to withdraw their preferred bidder status by the council.

CLH groups will also have the right to withdraw their preferred bidder status if they choose to.

5. CLH LDP Monitoring Framework

The following will be monitored by S&E:

Governance and Finance Standards and Management Standards	Annually: CLH groups will be asked to provide yearly confirmation statements demonstrating that they are adhering to Bristol City Council standards for CLH.
Financial	<p>Groups will be asked to regularly provide updates on their financial position and funding strategies.</p> <p>A full financial appraisal will be required in the following circumstances:</p> <ul style="list-style-type: none"> • Before submitting a planning application • After planning has been approved/ before land transfer
Project Progress	<p>Quarterly: CLH groups will be asked to submit scheme delivery updates using the ‘quarterly affordable housing delivery template’ spreadsheet (see accompanying documents).</p> <p>The level of engagement between S&E Lead and each CLH group will vary depending on the group's stage of delivery. At a minimum, groups will be invited to a project review every six months during the project's delivery.</p> <p>Site visits will be undertaken as necessary, and these will be agreed between S&E and the CLH group.</p>
Social Value	<p>CLH groups are to ensure that social value principles are applied in a way that enables maximising economic, social and environmental benefits for Bristol and its citizens. BCC Social Value Policy can be found on the website.</p>
Internal Review by S&E	<p>Key milestones that will be kept under review will be:</p> <ul style="list-style-type: none"> • Pre-planning feasibility and viability sign off, • Planning: Pre-application, planning submission and planning approval, • Post-planning planning feasibility and viability sign off, • Land acquisition, • Start on site and • Completion <p><i>Details of what happens if these milestones are not met are provided in section 5.3 below.</i></p>

Joint Reviews with CLH Groups	S&E to engage annually with CLH LDP such as a workshop to evaluate progress and share learning.
Reporting to Stakeholders	Internally: S&E will provide updates to senior leadership.

5.1 Unmet Delivery Milestones

If the following milestones are not met, a full review of the project will be triggered:

- **Pre-planning feasibility and viability sign off**
- **Planning: Pre-application, planning submission, planning approval**

In this scenario, the review process (set out in section 4), will be followed.

If any of the following milestones are not met, the CLH group will be required to demonstrate deliverability and provide an action plan including timescales, and relevant evidence to be agreed by S&E. However, instead of triggering a full review, an action plan

- **Post-planning planning feasibility and viability sign off**
- **Land acquisition**
- **Start on site**
- **Completion**

This approach recognises that once a scheme has planning approval, the risk of no delivery is significantly lower. However, if a planning approval expires a full review will be undertaken as set out in section 4, and the [Review Process: If the scheme is not evidenced to be deliverable](#), will apply.

6. Withdrawing Preferred Bidder Status

The decision to withdraw a CLH group's preferred bidder status will always follow the steps at section 4.2 [Review Process: If the scheme is not evidenced to be deliverable](#),

CLH groups will also have the right to withdraw their preferred bidder status if they choose to.

Documents provided to CLH groups to bid for sites through Pro-Contract set out at that (3.25)
In the event that an agreement that is satisfactory to the Council cannot be reached with the preferred bidder then the Council may withdraw the preferred bidder status at any time at their absolute discretion and either revert to the bidder with next highest weighted score or cancel the bid process.

Accompanying Documents

CLH Enabling Offer – approved Jan 2026

Preferred Bidder Partnership Agreement – Draft Feb 2026

CLH Deliverability Checklist Feb 2026 Draft

S&E Affordable Housing Delivery Monitoring Template