Housing Strategy and Performance: Grant Funding

Home in on Housing Programme – Phase 1 project
Version control:

Version	Date	Changes	Circulated to	Produced by
V0.1	14.08.25	Amendments made based on recommendations.	Sharon Attwater & Sarah Smith	Louise Turner
V0.2	16.09.25	Added additional information UKSPF and DCA.	Sharon Attwater & Sarah Smith	Louise Turner
V0.3	18.09.25	Amendments made to: Enabling and Delivery Section, amended contents, figures and data charts. Economic, Growth and Infrastructure Government Funding Utilised section, amended contents and added Devolution Deal information. Accommodation with Support section, terminology updated. Private-Public Partnerships (PPS) section added Energising Dorset and Weymouth 2040. Foundation and Trusts section added Community Land Trusts (CLTs) information. Sponsorship section added social value information. Conclusions and Recommendations added reference to Strategic Asset Management Plan (SAMP) 2024–2030, Local Plan and Local Transport Plan.	Paul Derrien, Vikki Jeffrey, Melissa Johnson, Steven March, Adam Fitzgerald, Rachel Anderson-Holson, Harriet Hallett, Carly Galloway, Edward Kopecky, Elspeth Bridges, Helen Heanes, Helen Priest and Ian Wells	Louise Turner
V.04	10.11.15		Sharon Attwater & Sarah Smith	Louise Turner

Subject of Report	Grant Funding
Purpose of Report	**Information / Recommendations / Decision Making**
Background Papers	Housing Strategy - Housing Strategy January 2024 to January 2029 - Dorset Council

Contents

Summary

Project Purpose

This preliminary report explores the use and availability of existing external grant funding for the delivery of new affordable housing. It provides an analysis, status report on current external grant funding streams and potential new funding options.

This project is incorporated within phase 1 of the 'Home in on Housing' (HIOH) programme, and the delivery plan related to Dorset Councils' Housing Strategy January 2024 – January 2029[1].

Aim

To establish a baseline of information which details existing external grant funding for housing services and to consider how the council is currently utilising external grant funding opportunities, to identify potential new funding possibilities to support the delivery of new affordable housing.

Objectives

The project objectives are:

- To identify if there is reliance on one single funding grant scheme, and/or funding source provider(s) and if this reliance can be minimised by expanding funding sources.
- To identify other external funding grant and model options.
- To explore what the council would need to do to maximise grant funding sources.

[1] Housing Strategy January 2024 to January 2029 - Dorset Council

- To explain current internal working and collaboration and identify any opportunities for improvement.
- To enable informed decisions and planning for future external funding options.
- To identify where there is potential for co-produced funding bids that will help to align directorates shared priorities.

What We Did

Scoped and researched

- Desktop funding research by utilising the non-subscription Government grants search engine and the internet[2].
- Scoped whether the council holds a centralised document listing existing funding sources and grants/funding received.
- Scoped whether the council has a subscription(s) to funding search engine(s).
- Scoped whether the Communications and Engagement service holds a funding database and clarify if it exists and the function, to explore the option for the housing service to either duplicate or integrate.
- Scoped the viability for a Business Intelligence (BI) dashboard as a suitable data management tool to manage housing services and the entire councils existing and future funding information and data.
- Scoped the option for the housing funding BI dashboard to integrate with a centralised funding database, if this existed.
- Scoped the longer-term options to develop a centralised funding BI dashboard for the entire council.

Grant Funding Search Resources

There are numerous funding opportunities for local councils to secure external funding to help aid the delivery of affordable housing. Funding information on grants available can typically be sourced through various online sources via the internet and online funding search engines. The leading search engine in this field is GrantFinder which covers regional, national and international funding. Access to this search engine requires a subscription, and Dorset Council does not currently subscribe.

GrantFinder[3] holds an up-to-the-minute database supported by a team of expert researchers who monitor, digest, verify and report daily on thousands of funding sources including charitable trusts, societies, research councils, national government, and corporate sponsors. GrantFinder collaborates with councils on their own projects including a 'policy match' function and returns policies and white papers which can be used to strengthen bids. Multi-year licences offer the best savings and are eligible for annual invoicing.

GrantFinder subscriptions costs are:

[2] HIOH P22 Grant Funding Project Findings.xlsx
[3] Funding For Businesses, Local Community Projects & Charities

Cost	Duration	Per Annual
£9,040	1 Year	N/A
£16,531	2 Years	£8,265
£23,763	3 Years	£7,921

The costs shown above are calculated and based on the voting electorate, which determines how GrantFinder cost bandings work. The subscription fee options show what Dorset Council would be paying in relation to the cost banding group the local authority falls within.

The council's Communication and Engagement service via the Communities and Partnerships team, manages a community grant programme via a five-year agreed budget providing grant awards and grant information to support voluntary and community sectors (VCS) organisations. The team has also supported Community Transport, Local Alliance groups and individual council officers to review, and refine council grant processes by utilising the Communities and Partnerships grants protocol to promote good practice.

The Communities and Partnerships team promotes the use of the [Dorset Council Fund Finder], a funding search engine, paid annually by the Council.

Any service or individual within the council or voluntary and community sector (VCS) or partner can use this tool to research funding opportunities and its free to the user. The Dorset Fund Finder is generally not utilised by housing services, all directorates and/or services to identify funding opportunities.

Government Grant Funding Utilised

Housing and Delivery government funding utilised

Government grant funding to deliver affordable housing is accessed across the Council by the following directorates: Adults and Housing, and Growth & Economic Regeneration team (Place Directorate).

Housing Enabling and Delivery

The Housing Enabling and Delivery team, work with council colleagues, local communities, developers and registered providers (RPs), Homes England and Ministry of Housing, Communities and Local Government (MHCLG) to plan and deliver affordable housing schemes across the Dorset Council area.

The team source capital funding for a mix of affordable housing schemes from Government and utilising the council's capital fund from borrowing, which needs to be repaid and can be used to leverage match funding.

Schemes must generate sufficient rental income or cost savings to cover the borrowing costs for long-term sustainability. Sometimes, borrowing costs are supplemented with Section 106[4] money or right-to-buy receipt money, along with government grants, to ensure the scheme is financially viable.

This team also source capital grants when they relate to the development of temporary accommodation. Funding sources include:

Ministry of Housing, Communities and Local Government (MHCLG)[5]

MHCLG aims to shape an economy that delivers tangible growth across all regions and communities and is committed to building a country where everyone has access to a safe, affordable, and decent home. Its priorities also include creating vibrant places supported by modernised local government, sustainable public services, and high-quality infrastructure.

MHCLG operates with departmental budgets approved by Parliament. These funds support a broad spectrum of initiatives across the UK, including:

- Local Government Finance
- Housing and Regeneration
- Local Growth and Economic Development
- Infrastructure and Public Services
- Community Empowerment
- Capital and Resource Budgets[6]

These investments are designed to strengthen local governance, improve living standards, and foster inclusive growth nationwide.

The Enabling and Delivery team from 2022 to 2025 has generated a total £6,446,186 external capital grant funding from MHCLG via the Local Authority Housing Fund (LAHF) and the Single Homelessness Accommodation Programme (SHAP).

Local Authority Housing Fund (LAHF)[7]

This fund is aimed at creating long lasting, affordable housing assets that alleviate housing pressures and contribute to wider social and affordable housing system. This is a £1.2 billion initiative aimed at helping local authorities secure housing for resettled refugees and homeless individuals.

To date, the fund has been divided into three rounds:

- **Round 1**: £500 million to provide housing for families arriving through Ukrainian and Afghan resettlement schemes.

[4] Planning obligations - GOV.UK
[5] Ministry of Housing, Communities and Local Government - GOV.UK
[6] committees.parliament.uk/publications/48048/documents/251258/default/
[7] Local Authority Housing Fund - GOV.UK

- **Round 2**: £250 million, primarily for individuals on Afghan resettlement schemes currently in temporary accommodation, and to address broader homelessness issues.
- **Round 3**: £450 million to improve the quality of temporary housing and support those on Afghan resettlement schemes who have not found permanent housing.

The enabling team have successfully bid for LAHF rounds 1 and 3. Funding from Round 1 enabled the delivery of 30 properties purchased by and in the ownership of Dorset Council. 26 of these were for Ukraine refugee families and 4 are for Afghan refugee families. Ultimately, they will become available to the Council to use as temporary accommodation. Funding from round 3 will enable the delivery of 7 properties for Afghan refugees and 3 properties for temporary accommodation (TA). These properties are delivered by Bournemouth Churches Housing Association (BCHA) on behalf of the Council.

A further round 4 is anticipated later in 2025 and is expected to continue to focus on temporary accommodation. Dorset will be monitoring the grant announcement and consider how it can best utilise the grant.

Single Homelessness Accommodation Programme (SHAP)[8]

This scheme has been aimed at addressing homelessness and rough sleeping and is part of the broader government Rough Sleeping Strategy[9]. Launched in 2022, the national programme value has been £200 million to deliver up to 2400 homes and support services, for individuals experiencing or at risk of rough sleeping.

SHAP focuses on providing:

- Supported housing for adults with complex needs and a history of rough sleeping.
- Housing First and housing-led accommodation for young people aged 18-25 at risk of homelessness.

The programme includes funding for both accommodation and tailored support services to help individuals transition to stable housing and recovery.

A further £107.3 million was made available to successful areas through SHAP cycle 5 applications. This was included in an update published on 28 February 2024 by the UK Government following the £148.4 million made available through previous cycles 1-4 applications.

Funding cycle 5 is the final funding cycle. All funding cycles have now been completed, and the bidding window is closed.

MHCLG also allocates funding to Homes England to deliver specific programmes, such as the Affordable Homes Programme (AHP). MHCLG and Homes England working partnership summary is shown below:

Government	Role	Funding Source	Delivery Role

[8] Single Homelessness Accommodation Programme - GOV.UK
[9] Rough Sleeping Strategy August 2018

MHCLG	Government Department	Direct from Treasury via Parliament	Sets Policy, Allocates Funding
Homes England	Executive Agency	Receives funding from MHCLG	Delivers Housing Programmes

While Homes England administers large-scale housing programmes, MHCLG retains its own funding streams and can fund schemes independently of Homes England.

Homes England[10]

Homes England the national housing and regeneration agency, aims to accelerate the delivery of affordable, quality homes and create well-designed places that improve people's lives. They work in partnership with both public and private sectors to bridge gaps and support housing development across the country.

Key initiatives include:

- Affordable Homes Programme (AHP)
- Help to Buy Equity Loan
  Assistance for first-time buyers to purchase new-build homes.
- Home Building Fund
  Direct lending and investment solutions to support small and medium-sized housebuilders.

These initiatives focus on sustainable development, promoting modern construction methods, and ensuring building safety.

The Enabling and Delivery team from 2022 to 2025 has generated a total £361,700 external capital grant funding from Homes England Affordable Homes Programme.

Affordable Homes Programme (AHP)[11]

This programme aims to increase the supply of affordable housing across the UK. The current programme runs from 2021 to 2026, with a budget of £11.5 billion.

Key objectives of the programme include:

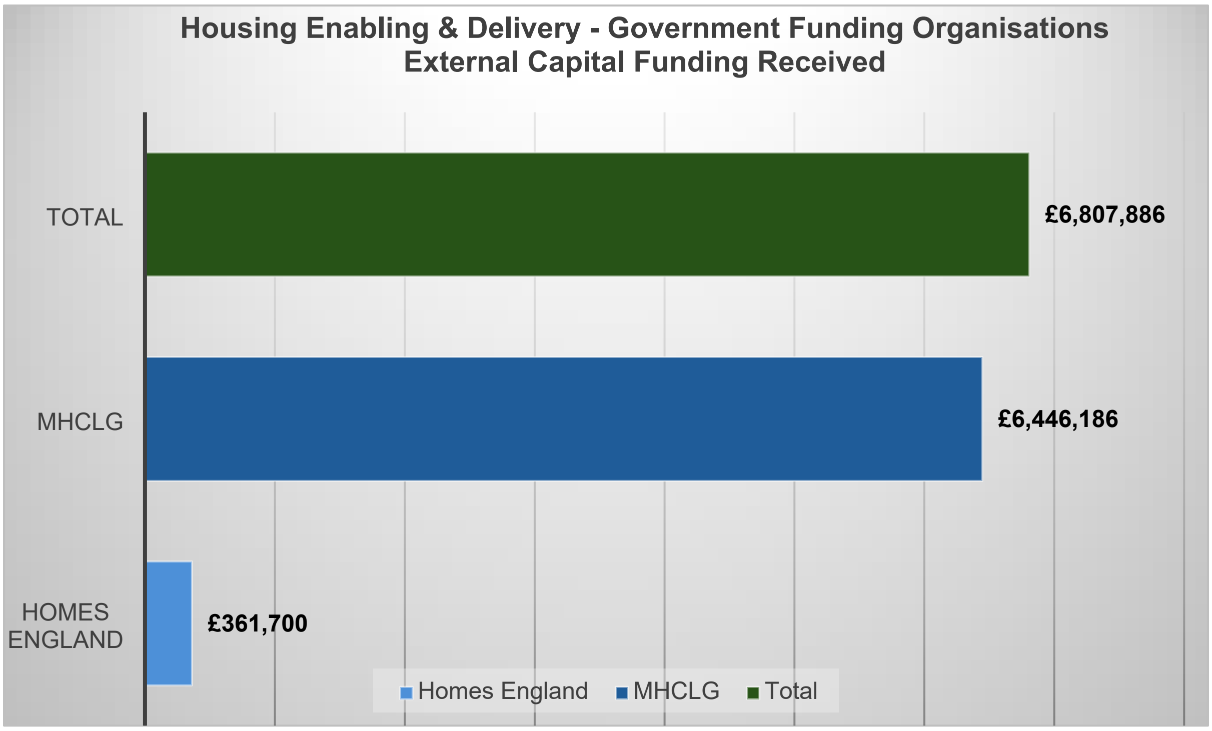
1. Delivering up to 180,000 new homes, with 50% for affordable rent and social rent, and the other 50% for affordable home ownership.
2. Provisions for supported housing, rural housing, and homes built using modern methods of construction (MMC).
3. A portion of homes will be delivered through strategic partnerships, which involves Registered Providers working together to make bids for funding to Homes England with one RP acting as the lead partner to maximise efficiency and impact.

[10] Homes England - GOV.UK
[11] Affordable Homes Programme 2021 to 2026: information for partners - GOV.UK

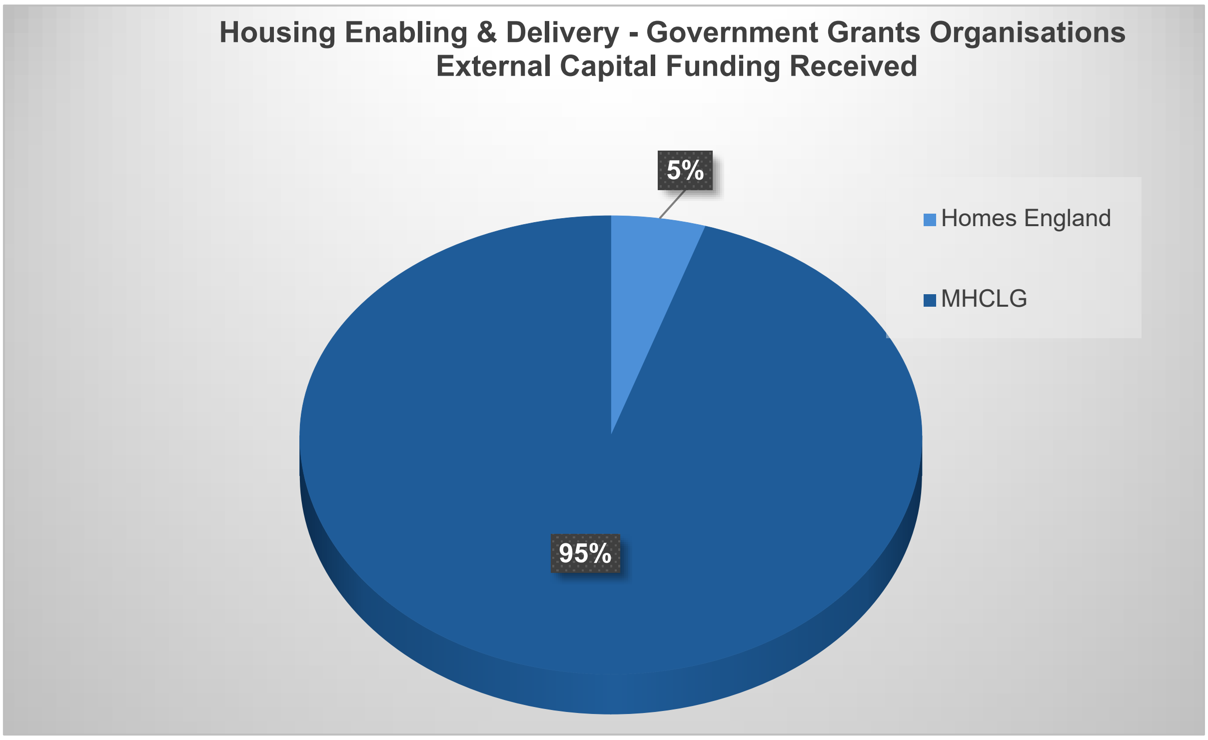
The AHP is designed to address housing affordability challenges and support diverse housing needs across the country.

Dorset Councils registration with MHCLG and Homes England and participation in various funding rounds enhance the council's capacity to secure the necessary capital funds for housing initiatives.

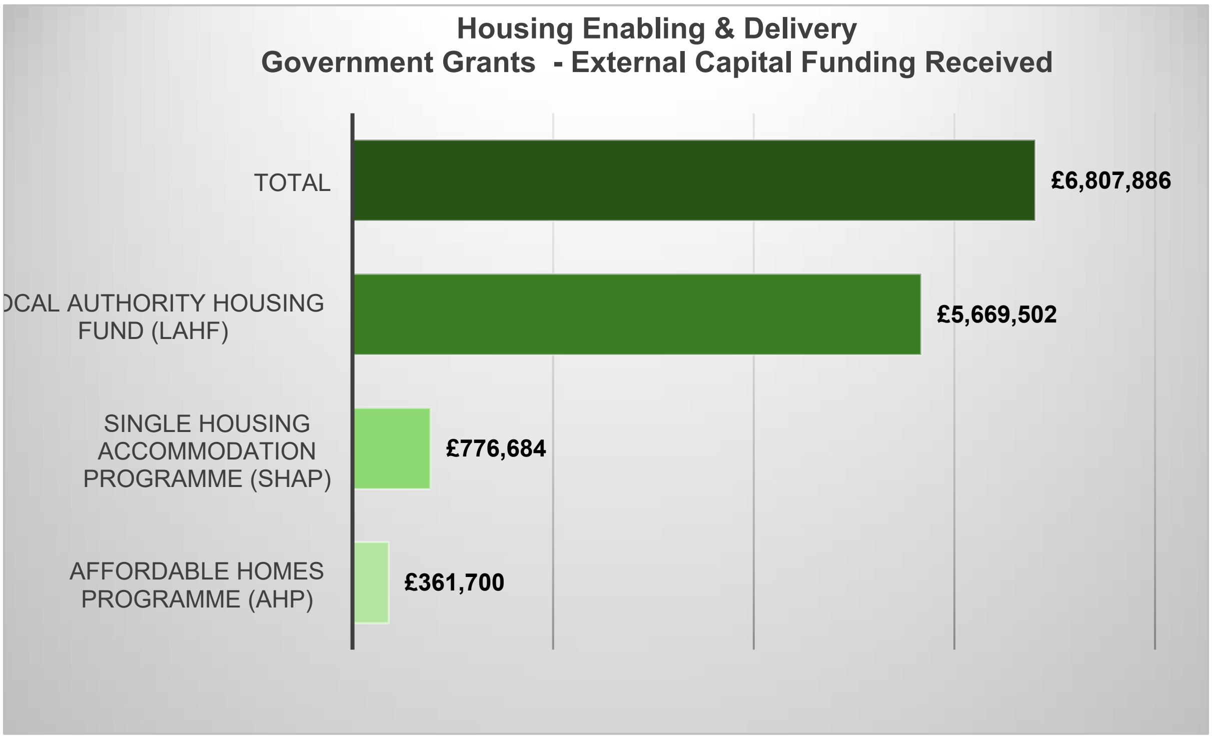
The Enabling and Delivery team from 2022 to 2025 has generated a total £6,807,886 from government grants. The table below shows the amount of MHCLG and Homes England government grant funding obtained.



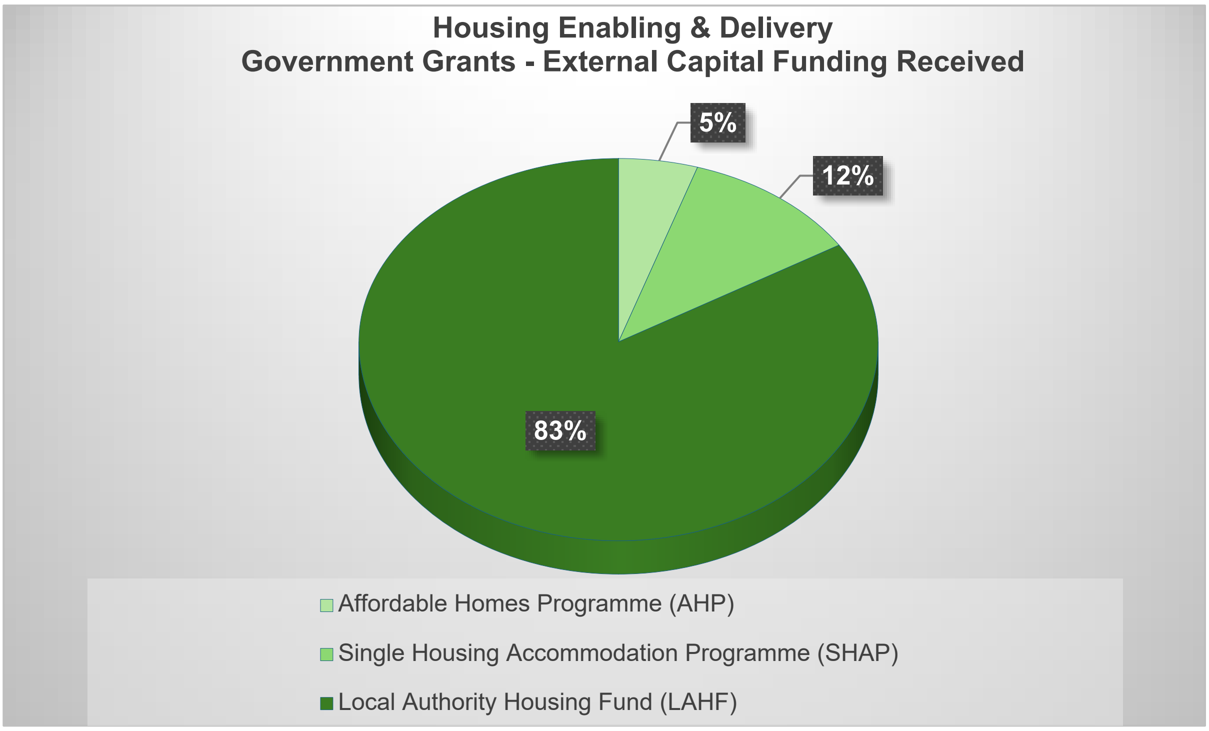
For Dorset Council, MHCLG has generated the maximum external capital funding grant value of £6,446,186, 95% of the total capital income. Followed by Homes England £361,700 grant value**.** The chart below shows this in percentages of the total grant funding received.



The table below shows the amount of government grant funding schemes obtained.



For Dorset Council, the Local Authority Housing Fund (LAHF) has generated the maximum external capital funding grant value of £5,669,502, 83% of the total capital income. Followed by SHAP and AHP funding in descending grant value order. The chart below shows this in percentages of the total grant funding received.



The Enabling and Delivery team have utilised the LAHF, SHAP and AHP external government funding programmes for different initiatives as shown below:

Housing Enabling & Delivery Team		
Initiative	**Grant**	**External Capital Value Received**
Ukrainian & Afghan Resettlement Schemes	LAHF	£ 3,895,081.00
Afghan Resettlement Scheme	LAHF	£ 1,774,421.00
The Haven - Women's unit	SHAP	£ 300,000.00
The Bus Shelter - self-contained & modular flats	SHAP	£ 239,184.00
Dispersal Flats	SHAP	£ 142,500.00
West Farmhouse	SHAP	£ 95,000.00
Hardy House	AHP	£ 361,700.00
External Capital Received Total		**£ 6,807,886.00**

See appendix A for the percentage breakdown and funding amounts for each initiative.

To access external funding grants, the council has also provided funding through internal capital borrowing. The associated borrowing costs needs to be covered by generating rental income, achieving cost savings, and sometimes supplemented with Section 106 contributions to ensure schemes are viable.

Additionally, the Enabling team works in partnership with the Housing Programme on targeted projects that require capital investment for the acquisition, construction, or refurbishment of assets. To support these projects, the Enabling team provides match funding through internal capital borrowing which is incorporated into external funding bids. These bids are often complemented by the Housing Programme's revenue funding applications to cover the projects operational costs.

Housing Programme

The Housing service has an internal programme delivering projects covering three areas of focus:

- Housing service improvements.
- Temporary accommodation.
- Homelessness and rough sleeping.

The programme focuses on revenue funding via rough sleeping grants, to contract external providers and support services for homeless prevention. These revenue grants sustain services which are crucial in helping individuals transition from temporary accommodation to more stable, affordable housing.

The revenue funding is externally sourced through the Ministry of Housing, Communities and Local Government (MHCLG). MHCLG grants currently in use is shown below:

Housing Programme Government External Grants		
Funding Grant	**Acronym**	**What for**
Accommodation For Ex-Offenders	AFEO	A small revenue only grant, for one caseworker and some funds for rent in advance and personal budgets for offenders.
Rough Sleeper Accommodation Programme	RSAP	On-going grant to provide support to 32 RSAP properties.
Rough Sleeper Initiative	RSI	On-going grant to deliver services to those rough sleeping.
Single Homeless Accommodation Programme	SHAP	3 grants bids split into *Capital and Revenue funds. Revenue funding has been used to provide housing management and council housing management resources for the 3 projects: The Bus Shelter, The Haven and West Farm.
Next Steps Accommodation Programme	NSAP	Grant to provide support to NSAP properties.

* Where there is a need for capital funding, the Housing Programme collaborates with the Enabling and Delivery team to source capital funding from Homes England.

<u>Accommodation for Ex-Offenders (AFEO)</u>

The aim of this funding is to create a stable living environment for ex-offenders, making it easier for them to reintegrate into society. To reduce reoffending and homelessness by providing financial assistance, such as rental deposits, landlord incentives, and dedicated support staff.

The scheme is designed to support ex-offenders who are at risk of homelessness by helping them access new private rented sector tenancies.

Local authorities receive funding to implement these schemes, which often include partnerships with probation services, community accommodation services, and homelessness outreach programmes. The fund has completed its second phase between April 2023 to March 2025.

Dorset Council received a total £135,190 allocated for Phase 2 from 2023 to 2025[12]

AFEO is no longer a standalone grant from 2025 to 2026 and has been absorbed into a broader funding scheme called the Rough Sleeping Prevention and Recovery Grant (RSPARG)[13]. This new grant streamlines multiple homelessness-related funding programmes and includes the Rough Sleeping Initiative (RSI), Housing First and support for prison leavers (formerly AFEO).

Dorset Council received a RSPARG allocation total £600,496, from 2025 to 2026[14]

The Rough Sleeping Accommodation Programme (RSAP)[15]

A programme aimed at reducing rough sleeping by providing long-term accommodation and support services to those in need. Launched in 2020, the programme is backed by £435 million and has aimed to support up to 6,000 rough sleepers into longer-term housing.

The programme focuses on providing "Move-On" homes intended to be a pathway to settled accommodation. These homes come with support services to help occupants with mental health, substance abuse and complex needs, and ultimately moving towards training and employment.

The Rough Sleeper Initiative (RSI)[16]

This national programme has run from 2022 to 2025 with a value of up to £500 million.

The scheme has been aimed at reducing the number of people sleeping rough. It provides funding to local authorities to support services that help rough sleepers find accommodation and access support. The scheme includes funding for emergency hostels and accommodation, outreach services, and other forms of assistance to address the complex needs of homeless individuals.

[12] Accommodation for Ex-Offenders scheme: LA funding allocations July 2021 and March 2025 - GOV.UK
[13] Rough Sleeping Prevention and Recovery Grant allocations 2025 to 2026 - GOV.UK
[14] Rough_Sleeping_Prevention_and_Recovery_Grant_allocations_2025_to_2026.ods
[15] Rough Sleeping Accommodation Programme 2021-24 - GOV.UK
[16] Rough Sleeping Initiative: 2022 to 2025 funding allocations - GOV.UK

Next Steps Accommodation Programme (NSAP)[17]

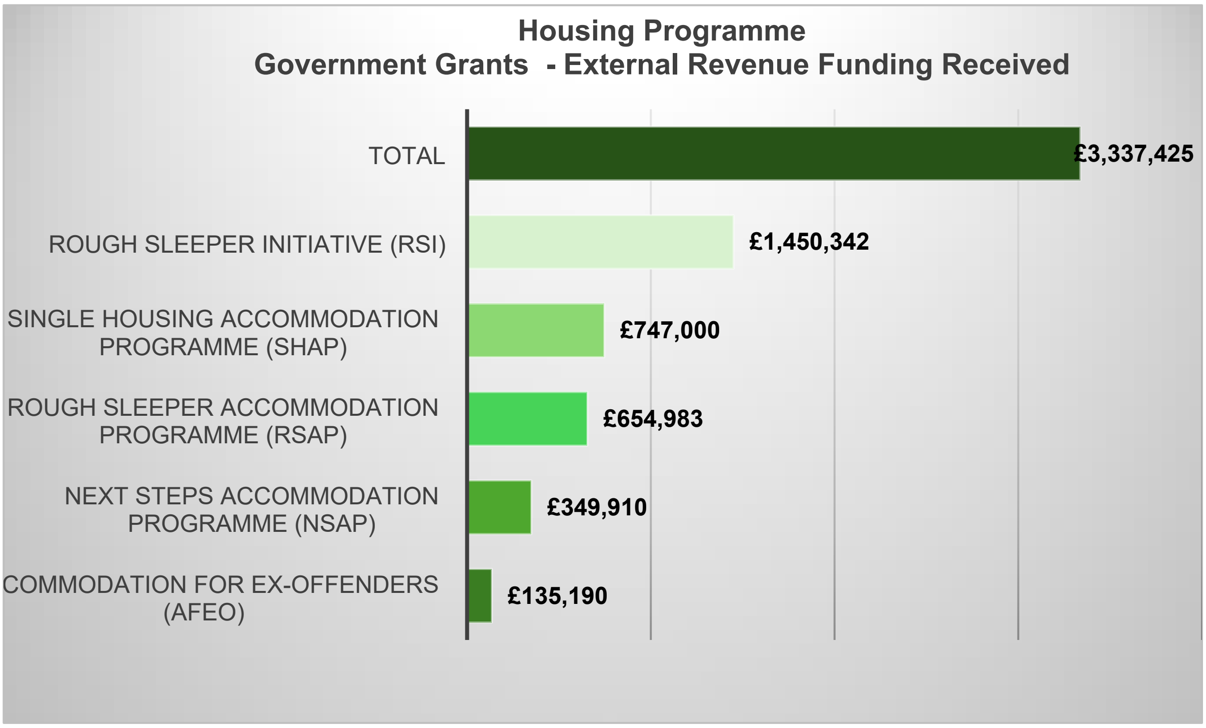
Launched, in response to the COVID-19 pandemic to address increased homelessness and rough sleeping. The national programme provides financial resources to support local authorities and their partners in preventing people from returning to the streets.

Key features include:

- Providing emergency accommodation during the pandemic, which saw around 15,000 people placed into emergency accommodation.
- The programme offers both short-term and long-term funding to support housing and related services.
- Providing intensive, personalised support to help individuals maintain their accommodation and transition to permanent housing.

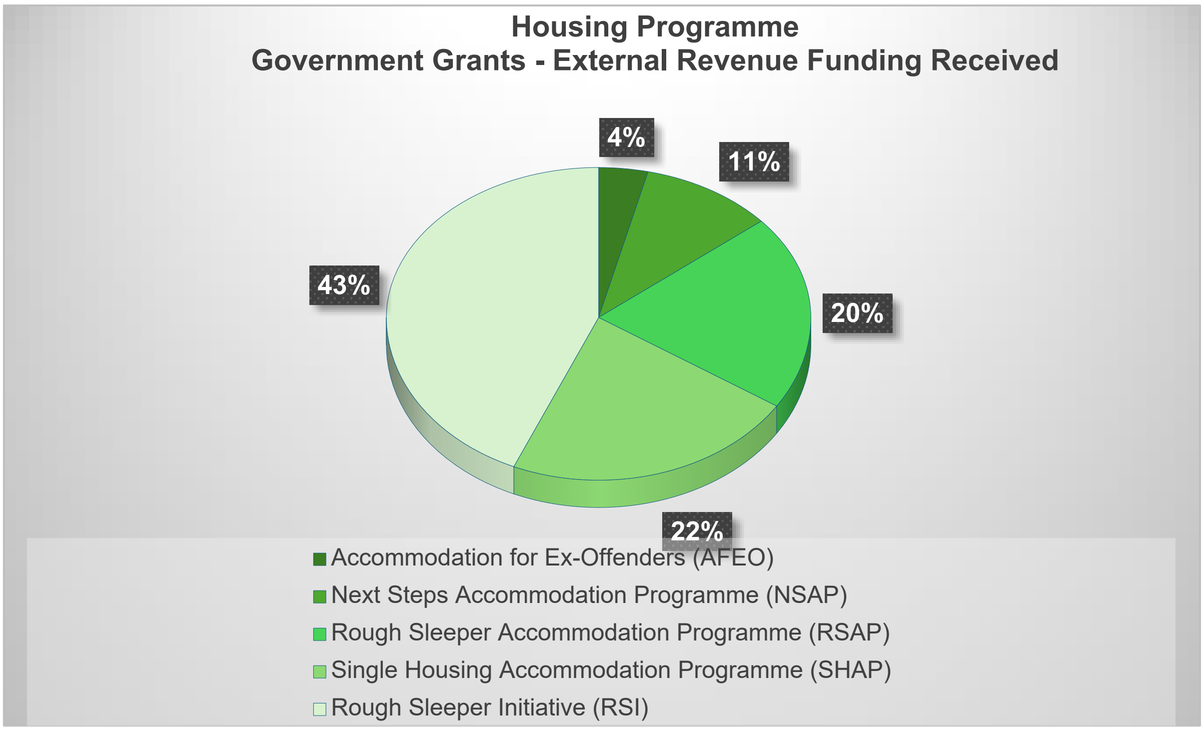
The council's Housing Programme has generated a total £3,337,425 external revenue funding from 2021 to 2028 via MHCLG.

The table below shows the amount of government grant funding obtained by the Housing programme.



The Rough Sleeper Initiative (RSI) has generated the maximum external revenue funding grant value of £1,450,342, 43% of the total revenue income. Followed by SHAP, RSAP, NSAP and AFEO funding in descending grant value order. The chart below shows this in percentages of the total grant funding received.

[17] Next Steps Accommodation Programme - GOV.UK



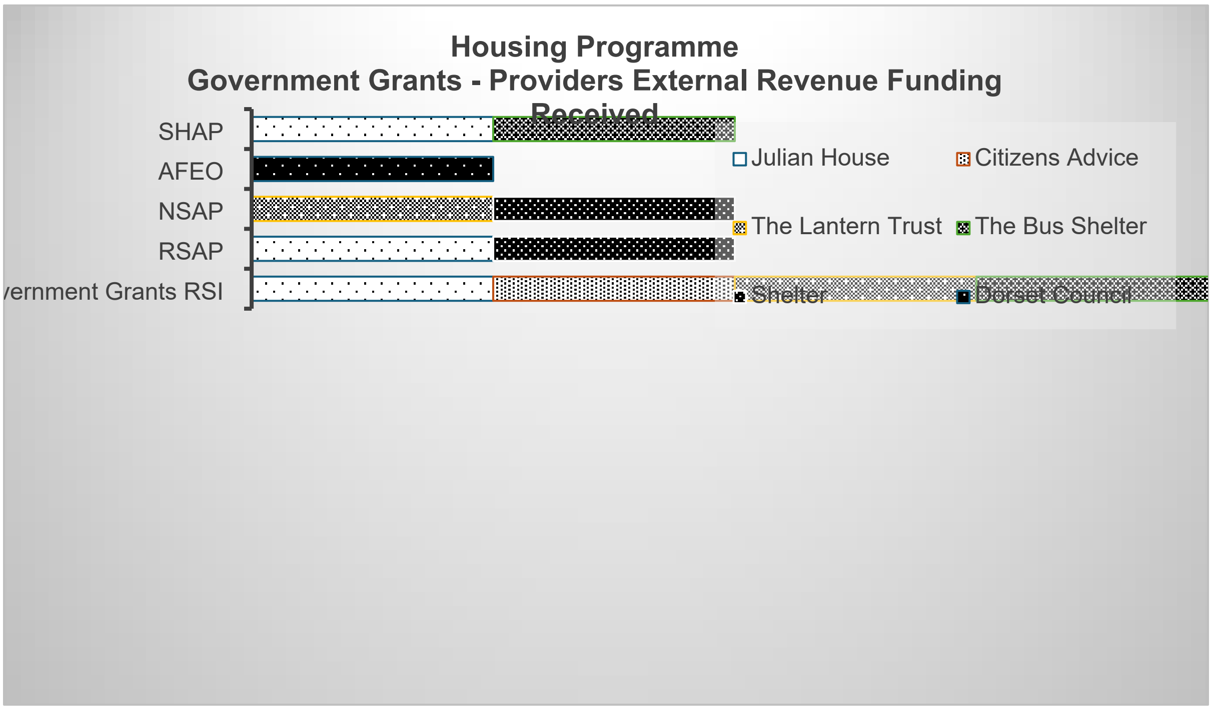
The Housing Programme has utilised external government funding programmes for different homeless prevention initiatives shown below:

Housing Programme	
Initiative	**External Revenue Value Received Total**
Debt & Benefit Advice	£ 143,642.00
Education, training and employment (ETE)	£ 127,199.00
Housing First (NSAP)	£ 293,996.00
Housing First Service (RSAP)	£ 378,398.00
Navigator Service	£ 560,734.00
New private rented sector tenancies for ex-offenders	£ 135,190.00
Support for Roundhayes, Weymouth	£ 276,585.00
Supported Lettings	£ 55,914.00
The Bus- Self-contained, modular flats	£ 123,000.00
The Bus Shelter pod support	£ 281,074.00
The Haven - Women's unit	£ 624,000.00

Wellbeing Accommodation and Support Project (WASP)	£ 337,693.00
External Revenue Grants/Funding Received Total	**£ 3,337,425.00**

See appendix B and C for the percentage's breakdown and the external revenue funding received based on schemes.

The Housing Programme manages the providers contracts for each initiative, and these are funded by the MHCLG external government grants programmes shown below:



The providers revenue value amounts received by these MHCLG funding programmes is shown in appendix D and the timeline is shown in appendix E.

Accommodation with Support Programme

Accommodation with Support Programme is a housing service programme with the aim of improving the wellbeing of people and communities by developing care and health services and affordable homes in key locations across Dorset.

This programme has previously bid for funding in relation to the One Public Estate funding (OPE) and NHS England Transforming Care Grant (NHSE). The Accommodation with Support Programme have not made any recent bids.

The One Public Estate (OPE) programme[18]

[18] One Public Estate | Local Government Association

The OPE programme is a collaborative initiative that supports and brings together public sector bodies to collaborate around their public service delivery strategies, estate needs and optimises the use of public land and buildings. To repurpose surplus public estates for housing, regeneration, and other locally determined uses.

Recent funding rounds have supported over 160 projects across England, aiming to create 19,000 jobs and 17,000 new homes[19].

The programme has delivered significant benefits, including around £500 million in capital receipts, £112 million in running cost savings, over 31,000 jobs, and land for over 25,000 homes[20].

The Accommodation with Support Programme have bid for One Public Estate funding in conjunction with Assets and Property (Place) which secured funding in Feb 2019 for Feasibility and Master Planning activity for the Purbeck Gateway project[21].

The OPE occasionally releases other funding rounds although there does not appear to be anything in the pipeline within the near or medium term. The council continuously consults with an OPE representative to scope further funding opportunities.

NHS England Transforming Care Grant (NHSE)[22]

The NHSE is part of the broader Better Care Fund[23] (BCF). This programme aims to integrate health, housing, and social care services to provide person-centred care and improve outcomes for individuals and carers. The BCF supports local systems in delivering these integrated services effectively.

The NHS England Transforming Care Grant is a capital grant, which specifically focuses on improving care for people with learning disabilities and autism (complex needs). Ensuring they receive appropriate support in their communities rather than in institutional settings. The grant helps set up specific accommodation, often where the specification is bespoke.

It involves collaboration between local authorities, Integrated Care Systems (ICS)[24] and NHS England Specialised Commissioning hubs involved within the Learning Disability and Autism Programme[25].

The Learning Disability and Autism Programme oversees local plans for health and care and make community services better to ensure that people at risk of admission to long-stay hospital can be appropriately supported in their local community near their family and friends. They do this by making sure that health, social care and education professionals work together and listen to what children and young people need. Its

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[19] New funding aims to create 19,000 jobs and 17,000 homes - GOV.UK
[20] Government Property Strategy - GOV.UK
[21] Cabinet Report - Purbeck Gateway - March 2022 v3.pdf
[22] Transforming Care overview and reminder of key finance and funding issues: July 2018
[23] NHS England » Better Care Fund
[24] NHS England » What are integrated care systems?
[25] NHS England » Learning disability and autism

focus is on people with Learning Disability and/or Autism who are supported in long-stay hospital settings, or who are at risk of admission to long-stay hospital.

Dorset Council successfully secured an NHSE grant to support existing projects from the council's legacy period. At present, the Accommodation with Support Programme is not aware of any new funding opportunities available for bidding.

The Local Authority and the Integrated Care System (ICS) involving the Accommodation with Support Programme are working together with the Learning Disability and Autism Programme who must endorse funding bids. There is a possibility this could include funding for key worker accommodation, to support care services for people with complex needs to live in their communities rather than in institutional settings.

The Accommodation with Support Programme and the council may consider this through the system-wide meetings set up to keep the Learning Disability and Autism Programme agenda under review. The Accommodation with Support Programme will utilise the meetings process to identify future funding opportunities.

Housing Standards

Housing standards monitor and regulate standards in rented accommodation, park homes, caravan sites, long term empty properties and assist in the administration for the Disability Funding Grants (DFG)[26] via the Better Care Fund.

DFGs are funds provided to help disabled individuals of all ages to make the necessary adaptations, improve accessibility to their homes either rented privately from a social landlord, or owner-occupiers. Enabling disabled people to live safely, independently and remain in their current residence and minimise additional pressure to source alternative housing.

The Housing Grants, Construction and Regeneration Act 1996[27] provides the legislative framework for DFGs.

Housing Standards works alongside the Market & Partnerships Service Commissioning Manager who manages the contract for major and minor adaptations.

The council receives a £3,800,000 annual capital grant.

DFGs central government funding for 2024-25 totalled £3,775,680, with an additional £376,000 to help top up large extensions and £150,000 awarded towards cost-of-living issues. These awards towards the cost of living can be used for example if someone needs a boiler replacing or other energy efficiency work needed, this can be carried out as part of their Disabled Facilities Grant.

Growth & Economic Regeneration Team (Place Directorate) government funding utilised

[26] Disabled Facilities Grant (DFG) delivery: Guidance for local authorities - GOV.UK
[27] Housing Grants, Construction and Regeneration Act 1996

The Growth & Economic Regeneration Team (Place Directorate) has sourced external government grants via the UK Shared Prosperity Fund (UKSPF), and the Rural England Prosperity Fund (REPF).

UK Shared Prosperity Fund (UKSPF)[28]

UKSPF was a central pillar of the previous Government's Levelling Up agenda, aiming to improve pride in place and increase life chances across the UK.

For the period 2022-2025, Dorset Council has been allocated just over £6 million[29], comprising just over £4.44 million capital and revenue funding from the Ministry of Housing Communities & Local Government (MHCLG) for the UKSPF.

The UKSPF supports Dorset Councils investment priorities:

- Communities and Place
- Supporting Local Business
- People and Skills

Projects are funded or part funded where the goals are:

- Empowering local leaders and communities to target their priorities.
- Improving employment opportunities and life chances within communities.
- Supporting community projects, local businesses to foster economic growth.

The UKSPF allocation enabled £30,000 for a feasibility study to assess potential options for a local housing initiative supporting young working people in Dorset.

Additionally, the UKSPF allocated £558,458 capital and revenue funding to support the Healthy Homes Dorset (HHD)[30]

Healthy Homes Dorset, delivered by Ridgewater Energy is a long-standing scheme funded by Dorset Council, BCP Council, and Public Health Dorset. HHD has a strong customer Dorset resident focus with the aim to improve housing standards and reduce fuel poverty across Dorset and works in collaboration with public, charitable, and third-sector organisations.

HHD continues to offer a holistic and impactful service including home visits, telephone advice, and access to additional funded schemes such as LEAP (Local Energy Advice Partnership). This includes exclusive access to LEAP's boiler scheme, heating tune-ups, and appliance support across Dorset.

HHD delivered the final year of the Home Upgrade Grant 2 (HUG2) [31], securing £4.3 million in funding and improved properties with insulation, heating, ventilation, and

[28] UK Shared Prosperity Fund: prospectus - GOV.UK
[29] UK Shared Prosperity Fund 2022 to 2025 - Dorset Council
[30] Healthy Homes Dorset | Home
[31] Home Upgrade Grant: Phase 2 (closed to applications) - GOV.UK

renewable technologies. These upgrades targeted low-income households in off-gas areas with poor EPC ratings.

HHD has secured a new partnership with Scotia Gas Networks (SGN) and launched the 'SGN Dorset Help for Warmth' scheme, expanding in-person energy advice and offering additional support like gas boiler servicing, Energy Performance Certificates (EPCs), thermal imaging, and heat-the-person resources (e.g., heated throws, blankets and jackets).

HHD supported a joint bid for the Warm Homes Local Grant[32], securing an additional £3.8 million for further retrofit measures over three years. Other initiatives included free appliance distribution via the Household Support Fund, educational booklet reprints, and targeted marketing funded by the UK Shared Prosperity Fund and Dorset's Cost-of-Living fund.

In response to the cost-of-living crisis, HHD during 2024-2025 supported over 3,700 resident calls and 1,200 online contact forms this year. HHD also engaged with numerous community groups, councils, health networks, and social care organisations through events and meetings.

Healthy Homes Dorset intervention data for 2024-25 shows:

- 672 households took up energy efficiency measures.
- 598 households received support to reduce the cost of living.
- 131 households had direct improvements made including loft insulation, new boilers, cavity wall insulations, solar SV (panels) and boiler upgrades.

Analysis showed 85% of recipients were pensioners, 34% were receiving benefits or allowances and 88 individuals reported having health conditions.

Additionally overseen by the council's Growth & Economic Regeneration team, the Communication and Engagement service via the Communities and Partnerships team, manages an allocation from the Dorset Council UK Shared Prosperity Fund (UKSPF). The Communities and Partnerships team manages grants for the community element to improve and sustain community facilities, aiding community infrastructure.

The Rural England Prosperity Fund (REPF)[33]

For the period 2022- 2025, the Rural England Prosperity grant £2.07 million capital funding from Defra is a top up to the UK Shared Prosperity Fund (UKSPF), to help address the additional needs and challenges facing rural areas. The REPF is supported by the UK Government's 'Missions and Farming and Countryside Programme' to support economic growth under investment priorities, Community and Place and Supporting Local Business.

[32] Dorset Warm Homes Local Grant | Reduce your Energy Bills
[33] Rural England Prosperity Fund: prospectus - GOV.UK

Capital funding was available for small scale investment within micro and small enterprises and community projects, for example to support new and improved community infrastructure that provides essential community services and assets for local people and businesses to benefit the local economy.

Dorset Council in 2025-26 has an allocation of £619,966[34]. This will deliver interventions that improve productivity, strengthens rural economy and benefits rural businesses and communities.

Many projects awarded[35] funding through Dorset's 2023/25 UKSPF and REPF allocations require match funding. The following grant schemes specify match funding thresholds[36]:

- Communities and Place – Small One-Off Capital Grants: Minimum 20% of total project cost (fully allocated).
- Supporting Local Business Grants: 100% match funding.
- Enterprise Culture and Startup Support Grants: Minimum 30% of grant value.
- Upskilling Grants: Minimum 30% of grant value.
- REPF Business Grants: 100% match funding.

For the period 2025-2026, following the change in government the UKSPF programme (including REPF) has been extended by an extra year from 1 April 2025 to 31 March 2026, with an additional UKSPF £900 million provided across the country.

Dorset Council funding allocation £1.4 million from UKSPF, includes £200,000 to support the Healthy Homes Dorset Programme and £620,000 for REPF. As REPF funding is capital only, grants should be spent on lasting assets such as buildings or equipment.

Dorset Councils UKSPF programme grants[37] are only available for activity between 1 April 2025 and 31 March 2026 and projects must be fully delivered and paid for within the 2025/26 financial year.

Dorset Council Investment Plans (IPs)[38] for the UKSPF and REPF, outlines how the funding will be used to target local priorities or in pursuit of specific, measurable goals that has been agreed by Dorset Council's Cabinet.

By March 2026, UKSPF and REPF will have provided approximately £8.1 million capital and revenue funding to Dorset Council priorities: Communities (33%), Business (50%), People & Skills (12%), Admin (4%), with a focus on productivity and growth.

These funding schemes represent a significant investment in local economic development across rural and urban businesses, communities, individuals, Town and Parish Councils.

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[34] Rural England Prosperity Fund (REPF) - Dorset Council
[35] round-1-to-4-award-web-summary
[36] UKSPF Scheme Doc - 09 March 2023
[37] UKSPF 2025-2026 Grants Scheme Document
[38] Cabinet 28th Jan 2025 Appendix 2.pdf

The March 2026 UKSPF and REPF extension allows the government to review the benefits and outcomes from the initial three-year period and to align with new revised government priorities moving forward. The Growth & Economic Regeneration team do not know what comes beyond March 2026 regarding UKSPF and REPF funding and await news within the Chancellor's Autumn Budget Statement to enable the Growth & Economic Regeneration team to forward plan.

Devolution Deal[39] with Government

In 2024, Dorset Council began initial discussions with the Government on devolution opportunities. Dorset Council worked jointly with BCP, Somerset, and Wiltshire councils and developed the Heart of Wessex Devolution Proposal aimed to establish a mayoral combined authority with powers over transport, housing, and economic development.

The housing-related ambitions in the proposal included:

- Wessex Joint Growth Plan coordinating economic development, housing, and infrastructure investment across local authority boundaries.
- Long-term investment plans for critical infrastructure.
- Referenced a revolving funds project idea to support local housing provision.

The revolving funds concept is designed to provide upfront capital funding for housing projects, which is then repaid and reused for future development creating a sustainable financing mechanism model for example:

- Cornwall Council Revolving Loan Fund (UK)[40] offers loans up to £1.5m for community-led affordable housing projects, repayable within 12 months of completion.

In February 2025[41], the Heart of Wessex Devolution proposal was not accepted by the Government and was excluded from the government's Devolution Priority Programme**.** Dorset Council and its partners have signalled intent to continue discussions with Government and explore future opportunities for devolution.

The Heart of Wessex Devolution revised proposal aims to demonstrate the benefits of devolution for the region. The proposal references several project ideas and priorities[42], which emphasises creating a mechanism to attract private sector investment and deliver housing and infrastructure at scale.

39 Decision - A Devolution Deal for Dorset - Dorset Council
40 Community-led Affordable Housing Revolving Loan Fund - Cornwall Council
41 Wessex not accepted into Devolution Priority Programme - Dorset Council
42 Wessex Leaders support regional projects in push for devolution - Dorset Council

Government Funding Forecast

Spending Review 2025

The Chancellor of the Exchequer, Rt Hon Rachel Reeves MP presented her first multi-year spending review[43] to parliament on 11th June 2025. This outlined the government's commitment to increase economic growth and living standards for all.

The Local Government Spending Review settlement provides an additional £3.4 billion of grant funding for councils along with over £5 billion of new grant funding for local government services and will support councils to deliver the vital public services that communities rely on.

This includes:

- An increase to the NHS's contribution to adult social care via the Better Care Fund; making available over £4bn of additional funding for adult social care in 2028-29 compared to 2025-26.
- £100 million to support adults with complex needs (community help partnerships).
- £560 million from the Phase 2 settlement to refurbish and expand children's homes and provide more foster care placements.
- £100 million to prevent homelessness through investing in early intervention measures.
- £39 billion a 10-year Social and Affordable Homes Programme (SAHP)[44] from 2026 to 2036. SAHP is the successor to the Affordable Homes Programme (AHP). SAHP will be administered by Homes England, who will provide bids information during autumn with an expected bid opening in winter 2025-26. The announced 10-year SAHP grant worth £3.9bn a year on average could provide 50,000 homes a year, based on an overall grant of around £80,000 per home. The overall average grant rate in England outside London in the current AHP is around £52,000[45].
- £950 million for the Local Authority Housing Fund.
- £4.8 billion in financial transactions for house building.
- £840 million for consolidated funding to transform the Household Support Fund into a new Crisis and Resilience Fund for households, incorporating discretionary housing payments and funding councils to support some of the poorest households.

In addition to the spending review announcement the government has backed a 'National Housing Bank'

"The National Housing Bank, a subsidiary of Homes England, will be publicly owned and backed with £16 billion of financial capacity, on top of £6bn of existing finance to be allocated this Parliament, in order to accelerate housebuilding and leverage in

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[43] Spending Review 2025 - GOV.UK
[44] Delivering a decade of renewal for social and affordable housing - GOV.UK
[45] £39bn AHP could support 500,000 new homes, says JLL | News | Housing Today

£53 billion of additional private investment, creating jobs and delivering over 500,000 new homes"[46].

This means that the bank will be owned and operated by the government, rather than private entities. The government will have full control over the bank's operations and policies, ensuring that its activities align with national housing goals and public interests.
Homes England can issue government guarantees directly and have greater autonomy and flexibility, flexible capital to make long-term investments. The primary goal is to accelerate housebuilding with plans to deliver over 500,000 new homes.

"The Bank will deploy some of the £2.5 billion in low-interest loans announced at the Spending Review to support the building of social and affordable homes"[46].

The national housing bank will be able to function as a partner to the private sector and support small and medium-sized enterprises (SMEs) with new lending products.

By investing in housing, the bank aims to create jobs and stimulate economic growth and supports the government's broader infrastructure and housing strategies. To enable developers to unlock large, complex sites through infrastructure finance.

A new National Housing Delivery Fund will be fully operational from April 1, 2026, and will complement capital investments from the newly established National Housing Bank.

The Housing Delivery Fund includes £5 billion specifically allocated for grant funding intended to support the development of essential infrastructure and the preparation of land for housing projects, making it easier and more cost-effective to build new homes. This comes ahead of the government's 10 Year Infrastructure Strategy[47] published June 2025. The strategy sets out a plan with £725 billion allocated to bring together economic, social and housing infrastructure.

Funding Challenges

Dorset Council's funding challenges include limited government initiatives for example, SHAP, NSAP, RSAP and LAHF due to a combination of changing government and financial factors, political and strategic priorities. Challenges also include limited financial resources, inconsistent income streams, stringent application requirements, time restricted and short bidding windows, match funding requirements for capital grants, and the need to align organisational objectives with funder priorities, which can be effectively managed through the development of diversified funding models and income streams.

[46] Over 500,000 homes to be built through new National Housing Bank - GOV.UK
[47] CP 1344 – UK Infrastructure: A 10 Year Strategy

Public-Private Partnerships (PPPs)

A public-private partnerships (PPPs) is a collaboration arrangement with a private company to finance, build and operate public infrastructure or services. PPPs are often used within transportation, healthcare, utilities, education, housing development and infrastructure[48].

For example, The Millbay, Plymouth[49]

An urban regeneration project transforming Plymouth's historic docks, once a derelict brownfield site into a mixed-use neighbourhood with residential, commercial, leisure, and public spaces. A strategic joint venture led by Plymouth City Council in partnership with the English Cities Fund (ECF)[50] and between Muse Developments, Homes England, and Legal & General. Delivering over 600 new homes, a creative arts school, office and retail spaces, a marina and improved infrastructure. Plans for the next five years include an additional 400 homes, hotel, and an 80 unit home extra care facility.

For example, Energising Dorset[51]

A transformative scheme led by Dorset Council and the Growth & Economic Regeneration Team (Place Directorate) aims at turning the region into a national leader in clean energy, innovation, and sustainable economic growth as part of a broader Economic Growth Strategy (2025–2040)[52]. A key component of Energising Dorset is working in collaboration with the Dorset Clean Energy Super Cluster (DCESC)[53], which brings together private sector organisations to increase investment opportunities and aims to unlock £28 billion international investment to leverage Dorset's strategic assets and increase local impact for example Weymouth 2040[54] a strategic regeneration of Weymouth's waterfront and infrastructure.

Weymouth 2040 priorities include:

- Affordable housing for local residents and key workers.
- Job creation and support for local businesses.
- Environmental protection, including green spaces and climate resilience.
- Improved accessibility and transport connectivity.

The regeneration programme focuses on four key sites around the harbour and town centre:

- North Quay a former council offices site is now cleared for redevelopment.
- Weymouth Bowl is planned for housing and mixed-use development.

[48] Accountinginsights.org/public-private-partnership-examples/how-they-work-in-key-sectors
[49] About Millbay, Plymouth's historic docks transformation | Millbay
[50] Millbay - ECF
[51] Prospectus 15 MAY 2025 DIGITAL COPY KW_CP(1).pdf
[52] Dorset's Economic Growth Strategy 2025 to 2040 - Dorset Council
[53] Dorset Clean Energy Super Cluster | Invest in Dorset
[54] Energising Dorset's Economy - Dorset Council

- The Peninsula’s future includes a waterfront leisure complex, new homes, and public realm improvements.
- The West Marina has potential for residential and commercial development.

PPPs key features include:

- Generally, involves long-term contracts often spanning 20-30 years or more.
- The private sector provides upfront capital for the project, while the public sector may offer incentives like tax breaks or partial ownership rights.
- Both parties share the risks and rewards. The private sector brings innovation and efficient project execution, while the public sector ensures the project aligns with public interests.

PPPs Challenges include:

- Potentially can be more expensive due to the private sector's higher borrowing costs.
- Raises concerns about cost overruns, contract complexity and risk management.

For example: London Underground PPPs[55].

In the early 2000s, the UK government used a public-private partnership to upgrade the London Underground.

Private firms handled infrastructure while the public sector ran operations. One major partner, Metronet collapsed financially forcing the government to provide financial assistance costing taxpayers hundreds of millions. The case raised concerns about accountability, transparency, and value for money.

Dorset and Cornwall examples for Affordable housing development public-private partnerships (PPPs) are shown below:

Wyatt Homes' Rivers Edge Development[56], Wimborne Dorset

This project involves hundreds of new homes including affordable housing units. Supported by funding from Homes England and private sector capital from HSBC UK[57]. Developers contribute funds or land as part of planning obligations (Section 106 agreements). Contributions are supplemented by Homes England grants.

Cornwall Community Land Trust (CLT) Projects[58]

Cornwall CLT in partnership with housing associations has developed affordable housing schemes totalling 34 homes, primarily for affordable rent. Involving cross-subsidy schemes where affordable housing projects incorporate an element of open

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55 NAO Report (HC 512 2008-2009): The Department for Transport: The failure of Metronet

56 Gov.uk/funding Homes England & HSBC UK supports-Wyatt-homes

57 Funding from Homes England and HSBC UK - Wyatt Homes deliver houses across the south - GOV.UK

58 Councils.coop/CORNWALL-CASE-STUDY

market housing and the market-rate homes sale profits help fund the affordable units. Cornwall Council[59] offers the Revolving Loan Fund[60], which provides loans up to £1.5 million per scheme to CLTs for affordable housing development and the loans cover costs like land purchase, construction, and conversion.

PPPs can effectively address the need for affordable housing by leveraging private sector investment and expertise while ensuring public oversight and benefits.

The table below lists the different PPPs partnership types:

General Public-Private Partnerships (PPPs) Financing Models[61]		
Type	**Description**	**Example**
Build-Operate-Transfer (BOT)	The private sector builds the housing units, operates them for a specified period, and then transfers ownership to the public sector.	Often used in large-scale housing projects where the private developer manages the property before transferring it to the government.
Public Sector Loans and Guarantees	The public sector provides loans or guarantees to private developers to reduce their financial risk and encourage investment in affordable housing.	Government-backed loans and guarantees are common in PPPs to ensure project viability and attract private investment.
Design-Build-Finance-Operate (DBFO)	The private sector designs, builds, finances, and operates the housing project, often with long-term contracts to ensure sustainability.	Private developers are responsible for the entire lifecycle of the project, from design to operation, supported by government subsidies.
Lease-Develop-Operate (LDO):	The public sector leases land or property to a private entity, which then develops and operates the housing project.	Allows for efficient use of public land while leveraging private sector expertise.

Leveraging private sector investment can help to bring forward affordable housing projects that meet a public need while reducing financial burdens on local authorities. As part of the new model's pilot programme, a range of innovative exploration and delivery approaches which includes the Settle Accommodation Lease Model, the Short Lease Model, and the Asset-Led Model. These pilot models present a strategic opportunity to identify and unlock the potential of collaborative public-private partnerships. By leveraging private sector capital investment, they offer alternative routes to private capital funding that can support the development and acceleration of

59 Cornwall Council/case-studies/affordable-housing-proactive-enabling-programme

60 Cornwall.gov.uk/housing/affordable-housing/community-led-affordable-housing-revolving-loan-fund

61 Worldbank.org/AHI-Ip-Successful-affordable-housing-PPPs-v0-1-230529.pdf

new affordable homes. This approach not only contributes to meeting housing demand but also promotes long-term sustainability and resilience in housing delivery.

Housing Revenue Account (HRA)

A Housing Revenue Account (HRA)[62] is a financial account used by local housing authorities in England to record income and expenditure related to their own housing stock and associated services.

A HRA would enable more borrowing and longer-term tenancies. Dorset Council does not have its own housing stock and thus consequently does not have an HRA. Instead, it works with various social landlords, including housing associations and community land trusts to provide social housing.

Key features of a HRA include:

- Local housing authorities with 200 or more social dwellings are required to maintain an HRA.
- Designed to manage the costs and revenues for local authorities that provide Housing accommodation.
- It includes costs, expenses like management, maintenance, major repairs, loan charges, and depreciation.
- Its primary sources of revenue, income are rents and service charges paid by tenants.
- It is a ring-fenced account within General Funds, meaning it is separate from other local authority finances. This ensures that housing revenues are used solely for housing purposes.

Recent research from the Local Government Association[63] highlights significant financial pressures on HRAs, including rising costs of capital investment and increased regulatory requirements.

Foundations and Trusts

To date, the Housing service has not pursued funding opportunities from foundations and/or trusts, nor has it fully leveraged internal and external partnerships to bridge the gap and cultivate these potential funding partnership opportunities.

Due to funding high demand, some foundations and trusts are closing their grant programmes and increasingly selecting legacy partners, who are nonprofit organisations and charities they have previously worked with, who have a proven track record of consistently delivering the foundations or trust's strategic objectives.

Nonprofits organisations can diversify their capital and revenue streams by applying for grants from multiple sources, partnering with local businesses, a local authority, regional and national foundations and trusts.

[62] Housing Revenue Account - GOV.UK
[63] Housing Revenue Account research update | Local Government Association

For example:

Dorset Community Action (DCA)[64]

DCA aims to empower communities to develop local solutions for social, economic, and environmental challenges and focus areas includes:

- Community Employment & Training
- Affordable Housing & Rural Infrastructure
- Health & Wellbeing Hubs
- Third Sector Development & Support

DCA funding streams include government contracts and grants, trusts and foundations streams, and earned income from consultancy services, training and workshops, memberships, donations and legacies. DCA partnerships include Department for Environment, Food & Rural Affairs (DEFRA) [65], NHS Integrated Care System (ICS), Action with Communities in Rural England (ACRE), Dorset Council, Parish Councils, Housing Associations, Health & Social Care Providers, community groups and volunteers.

DEFRA, funds rural housing initiatives via the Rural Housing Enablers (RHEs) Programme[66]. RHEs are specialists who help rural communities consider the need for affordable housing locally, connecting them with landowners, housebuilders and planners to bring about suitable schemes. DCA may access DEFRA funding directly or via national programmes like those coordinated by ACRE (Action with Communities in Rural England)[67] a national charity that supports rural communities in England.

DCA works with ICS partners to develop community-led health and wellbeing hubs. These hubs often operate from village halls or community centres and provide services like mental health support, social prescribing and housing-related health interventions.

DCA helps local groups access funding from Dorset-based and national trusts. Some also fund DCA directly or through Dorset Community Foundation[68]. While DCA itself may not list every trust it receives funding from, it is closely connected to and supported by the following:

- Talbot Village Trust
- Valentine Charitable Trust
- Alice Ellen Cooper Dean Charitable Trust
- Sir Samuel Mico's Charities
- Dorchester Relief in Need Charity
- Westham Support Fund
- Weymouth Town Charities

[64] DCA Home » Dorset Community Action
[65] About us - Department for Environment, Food & Rural Affairs - GOV.UK
[66] Enabling affordable rural housing - ACRE
[67] Action with Communities in Rural England - ACRE
[68] Home - Dorset Community Foundation

- Blandford Forum Charities
- The Chesil Trust
- Joan Turner Foundation
- The Redlynch Charitable Trust

This nonprofit organisation demonstrates a collaborative model, multi-source funding, and how community-led approaches can help sustain housing and homelessness initiatives in Dorset.

Community Land Trusts (CLTs)

Community Land Trusts (CLTs) are non-profit, community-led organisations that acquire and hold land in trust for the benefit of local people. They play a vital role in delivering permanently affordable housing and safeguarding community assets. By separating land ownership from property ownership, CLTs ensure homes remain affordable in perpetuity, supporting long-term community resilience. Foundations and trust funding often underpins these projects, enabling feasibility studies, land acquisition, and development partnerships.

Dorset CLTs case studies examples:

Broadwindsor Group Parish CLT – Northcombe Lea[69]

Delivered 15 affordable homes in Drimpton through a mix of funding sources, including feasibility grants from Homes England and support from community housing advisors. Working with Abri Housing Association, the CLT secured land in trust and ensured homes remain affordable for families with strong local connections.

Powerstock & District CLT – Forge Orchard[70]

Developed eight affordable homes near Bridport after seven years of volunteer-led effort. Funding came from community fundraising, grants, and partnerships with Hastoe Housing Association. The homes are let at below-market rents to people with local ties, helping sustain village life and demonstrating how trust-based funding can transform rural communities.

This highlights the need to scope, establish and collaborate with external working partners. To achieve a shared vision, outcomes and benefits identified for each working partner encompassed within the overarching delivery output.

[69] Home | Broadwindsor Group Parish Community Land Trust
[70] Powerstock's Forge Orchard | Bridport and Lyme Regis News

Sponsorships

Sponsorship opportunities can vary widely depending on goals and the type of event, content, or organisation involved. Social value can be integrated with sponsorship as social value refers to the positive impact an initiative has on society beyond financial returns. Such as improving community well-being, supporting sustainability, or promoting equality. When combined with sponsorship, it transforms a simple marketing exercise into a purpose-driven partnership**.**

Sponsorship opportunities involve partnering with local businesses to increase and create sponsorship opportunities for community projects, which can be encompassed within the overarching affordable housing theme.

Sponsorships include:

- Researching companies to identify aligned values, audiences, aims and objectives.
- Nonprofit sponsorships where nonprofits organisations can seek sponsorships from corporations that align with their organisational aims and objectives. These sponsorships can help fund programmes, events, or operational costs.

For example:

Shelter UK Corporate Partnerships[71]

Partners include IKEA, B&Q, Marks & Spencer and the HSBC UK, who support stock donations (e.g., furniture and home goods), employee fundraising and volunteering. This also includes campaign sponsorships and awareness drives to help increase funds raised to support Shelter's housing advice services, emergency helpline, and outreach.

Kingfisher PLC& Habitat for Humanity GB

Kingfisher PLC[72], a leading home improvement retailer operates across eight European countries under brands like Screwfix, B&Q, and Castorama, has partnered with Habitat for Humanity Great Britain[73] to tackle the UK housing crisis. This two-year corporate sponsorship from 2025-2027 focuses on:

- Empty Spaces to Homes converts vacant buildings into affordable housing for vulnerable groups.
- Housing to Home provides upcycled furniture to households in need.

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[71] Corporate Partners help us achieve our aims - Shelter England
[72] Kingfisher PLC - Habitat for Humanity GB
[73] Corporate Partnerships: Sponsorships & Fighting Poverty

This partnership leverages Kingfisher's role utilising their home improvements expertise and provides funding and employee volunteering. Habitat for Humanity GB's role delivers housing transformation projects focused on affordability and sustainability. This corporate partnership aids to improve living conditions, enhance community resilience, and supports those at risk of homelessness.

Lloyds Banking Group & Crisis UK[74]

A 2-year strategic corporate partnership from 2023 to 2025 with a funding commitment of £2 million to improve access to affordable housing for people experiencing homelessness. This partnership supported the launch of a non-profit letting's agency to improve access to safe rentals and supports the Crisis' Changing Lives Grants Programme[75] helping people into education, employment, and entrepreneurship. The partnership has been extended to 2026[76] and the impact has generated:

- £4M+ raised by staff and customers
- 8,300+ volunteer hours
- 110+ grants awarded
- Staff trained to support vulnerable customers

Other corporate partners supporting Crisis UK include:

- Virgin Media O2 & Good Things Foundation
  Provide free devices and mobile data to people experiencing homelessness, enabling access to essential services.
- PricewaterhouseCoopers (PwC)[77]
  Staff volunteer to assess grant applications and mentor individuals starting businesses through Crisis programmes.

These collaborations are a strong example of how corporate sponsorship can go beyond financial support to include skills-based volunteering, sustainable practices, and community engagement, all aimed at tackling housing inequality in the UK.

Social Impact Bonds (SIBs)

Social impact bonds (SIBs) involve private investors who fund public projects aimed at achieving specific social outcomes and receive returns based on the project's success.

How they work is shown below[78]:

Social Impact Bonds (SIB):	
Stage	**Description**

[74] Corporate Partnerships | Crisis UK
[75] Changing Lives grant programme | Crisis UK
[76] Crisis partnership - Lloyds Banking Group plc
[77] About us - PwC UK
[78] https://www.investopedia.com/terms/s/social-impact-bond.asp

Funding	Private investors provide the initial capital to fund a social project, such as reducing homelessness or improving educational outcomes.
Implementation	The project is conducted by service providers, often non-profits organisations or social enterprises.
Evaluation	The project's success is measured against predefined targets.
Returns	If the project meets or exceeds these targets, investors receive a return on their investment from the government or another public entity. If the targets are not met, investors may lose their investment.

SIBs are also known as "pay-for-success" bonds because the repayment and return on investment are contingent upon achieving the desired outcomes. They are designed to encourage innovation and efficiency in addressing social issues, as they align financial returns with positive social outcomes[79].

Currently there are no specific examples of Social Impact Bonds (SIBs) being used for affordable housing projects in Dorset. However, SIBs have been successfully implemented in other regions in the UK, for example:

<u>Life Chances Fund (LCF)</u>

The fund aims to promote outcomes-based commissioning through Social Impact Bonds (SIBs), providing top-up payments to local government commissioners in England[80].

This fund supports various SIB projects across the UK, focusing on areas such as early years, young people, health and social care[81]. It aims to improve the lives of vulnerable people by funding innovative projects that deliver measurable social outcomes.

A £70 million fund established by the UK Government in July 2016. To support people facing significant barriers to leading happy and productive lives. The fund supports projects aimed at tackling complex social problems across policy areas including child and family welfare, homelessness, health and wellbeing, employment and training, criminal justice, and education. Since its inception, the LCF has funded 29 projects, aiming to reach over 53,000 service users.

A Social Impact Bonds (SIBs) example, Greater Manchester Homes Partnership[82]

This project focuses on reducing homelessness by providing stable housing and support services to individuals at risk. Launched in December 2017 through a government-funded three-year SIB. The project has been successful, surpassing all targets set.

Key achievements include:

[79] https://www.financestrategists.com/wealth-management/bonds/social-impact-bonds-sibs/
[80] https://golab.bsg.ox.ac.uk/about/outcomes-based-contracting/life-chances-fund-lcf-evaluation/
[81] https://www.gov.uk/guidance/social-outcomes-partnerships
[82] https://www.gmhomespartnership.org/post/greater-manchester-homes-partnership

- 305 people moved into accommodation, with 236 securing long-term housing.
- 44 people sustained a home for 12 months.
- 23 individuals entered employment, education, or volunteered.
- 54 and 57 people sustained treatment programs for drugs and alcohol and mental health issues, respectively.

This partnership has been recognised for its outstanding results and received additional funding to continue its work[83].

Development Impact Bonds (DIBS)

DIBs[84] are performance-based contractual arrangements and the purpose is to raise funds for specific development programmes with targeted outcomes.

They include private investors, donors, the UK government and attract investors with Environmental Social and Governance (ESG) mandates. Returns are linked to verifiable, pre-agreed outcomes. Payments to investors are made if these outcomes are met.

DIBs are not dependent on global capital market performance. Returns are based on the underlying contract, with pricing aligned to the risk level and the track record of intermediaries and service providers.

Historically, Registered Social Landlords (RSLs) relied on government grants and long-term bank loans. Recently, there has been a rise in bond issues by UK-based RSLs due to reduced government grants and banks' reluctance for long-term fixed-rate lending.
Bonds issued by RSLs appeal to long-term investors like pension funds and insurers due to the stability of rental income from social housing, secured by large property portfolios and government benefits.
Development Impact Bonds (DIBs) have been primarily used in international contexts[85] rather than specifically for UK housing projects. How they work[86] is shown below:

Development Impact Bonds (DIBs)	
Category	**Details**
Stakeholders Involved	**Investors**: Provide the upfront capital needed to fund the project. **Service Providers**: Implement the interventions or projects aimed at achieving specific social or environmental outcomes. **Outcome Funders**: Organisations or government agencies that agree to repay the investors. If the project meets its predefined success metrics. **Intermediaries**: Facilitate the design, structuring, and management of the DIBs. Ensures all parties are aligned and the project is effectively monitored

[83] https://gmhousing.co.uk/news/greater-manchester-homes-partnership
[84] Impact bonds
[85] Findings from the first DFID development impact bonds evaluation report
[86] Development Impact Bonds (DIBs) | Definition, Pros, & Cons

Process	**Identification of Social Issue**: Requires intervention. **Stakeholder Engagement**: Relevant stakeholders, including investors, service providers, and outcome funders, are brought together. **Agreement on Metrics**: Quantifiable metrics are established to measure the success of the project. **Funding and Implementation**: Investors provide the necessary capital by purchasing the bonds, and service providers use these funds to implement the project. **Evaluation**: At the end of the project term, an independent evaluator assesses whether the predefined outcomes have been achieved. **Repayment**: If the project is successful, the outcome funders repay the investors with a return on their investment. If the project fails, the investors do not receive a return.
Benefits	**Risk Transfer**: Shifts the financial risk from donors and governments to private investors. **Focus on Results**: Ensures that funds are allocated to interventions that have a demonstrable impact. **Innovation**: Encourages innovative solutions to social and environmental challenges.
Challenges	**Complexity**: Setting up DIBs involves multiple stakeholders and complex agreements. **High Risk**: Investors bear the risk of not receiving a return if the project fails.

Difference between SIBS and DIBS

SIBS and DIBS have similarities regarding structure, stakeholders and focus on outcomes, but a key difference[87] is the outcome payer, shown below:

Similarities			
Theme	**Description**	**SIBS**	**DIBS**
Structure	• Performance-based financing mechanisms. Private investors provide upfront capital for social projects. • If the project achieves its predefined outcomes, the investors are repaid with a return on their investment.	✓	✓
Stakeholders	Involve investors, service providers, and outcome funders.	✓	✓
Focus on Outcomes	Bonds emphasise achieving measurable social outcomes. Shifting the focus from inputs to results.	✓	✓

Key Difference: Outcome Payer

[87] https://www.financestrategists.com/wealth-management/bonds/social-impact-bonds-sibs/

Outcome Payer:	Description	SIBS	DIBS
Government	If the project is successful, the government repays the investors.	✓	
Private donor or an aid agency	Rather than the government.		✓

This distinction is important because it reflects the contexts in which these bonds are used within private-public partnerships.

SIBs are more common in high-income countries where governments are willing to fund social programmes.

DIBs are used within development contexts where private donors or international organisations are more involved.

The UK employment sectors has used DIBs within the Innovation Fund Project, which supports disadvantaged young people in the UK to find and sustain employment. This project is included within the impact bond dataset[88]. The dataset is part of the INDIGO initiative and provides an interactive map to enable exploration on projects, initiatives, schemes using impact bonds at various development stages around the world.

While there are numerous examples of social impact bonds (SIBs) in various sectors, and specifically within homelessness and housing projects. Using DIBs is currently less common within housing and affordable homes development.

These diverse funding models approaches helps increase financial stability, resilience and builds financial partnerships.

Conclusions

Strategy, Performance, and Sustainability

Following a recent restructure, the Corporate Policy and Performance Officer position has been discontinued. This position was previously responsible for managing information on grants and funding streams sourced from the non-subscription Government grants search engine. This information was then distributed out to relevant directorates and business areas.

Currently, the new policy and strategy function:

- Does not hold a centralised funding list as this does not exist.
- Are unaware of any subscriptions to funding search engines within the council.
- Does not track and monitor the release of central government grants, or other external funding streams, grants received and distributed internally and externally.

[88] Impact Bond Dataset

However, in the longer term, they plan to review this and may consider implementing monitoring grants centrally.

The council does not hold a central search engine GrantFinder subscription to scope grant funding opportunities for affordable housing. Whilst the council does hold a subscription in the form of the Dorset Funder Finder, this does not provide scope for strategic funding opportunities and tailor funding searches for affordable housing and infrastructure funding.

Services using government grant funding

The Children's service does not directly apply for grant funding in relation to the overarching affordable housing theme.

The Growth & Economic Regeneration team from 2022 to 2025 has accessed external government grants and been allocated £6 million from UK Shared Prosperity Fund (UKSPF) and £619,966 from the Rural England Prosperity Fund (REPF). Following the change in government, both programmes have been extended to March 2026, and projects must be fully delivered and paid for within the 2025/26 financial year.

By completion in March 2026, UKSPF and REPF will have provided approximately £8.1 million to Dorset Council.

Overseen by the Growth & Economic Regeneration team (Place Directorate), the Communication and Engagement service via the Communities and Partnerships team, manages an allocation from the Dorset Council UK Shared Prosperity Fund (UKSPF). The Communities and Partnerships team manages grants for the community element to improve and sustain community facilities, aiding community infrastructure.

The Communities and Partnerships team manages a community grant programme via a five-year agreed budget providing grant awards and grant information to support voluntary and community sectors (VCS) organisations. The team also offers support via the grants protocol to promote good practice. Currently, this team's function:

- Does not hold a centralised funding database.
- Does not manage or record external grant funding schemes.

This is because of the vast number and frequent changes within funding schemes; there is not capacity to keep this updated. The service has faced challenges in consolidating grant data due to capacity and skill shortages specially in relation to power BI and automation.

An upcoming project to map grants is on the forward plan for the Transformation, Customer & Cultural Service. The project will develop a BI dashboard utilising the Communities and Partnerships team's funding data already held.

The Heart of Wessex Devolution Proposal exclusion from the Government's Devolution Priority Programme, means no immediate transfer of powers or funding and the region could miss out on significant investment opportunities and sustainable financing mechanism models for example via the revolving funds concept designed to provide upfront capital funding for housing projects, which is then repaid and reused for future development.

The Growth & Economic Regeneration team (Place Directorate) via Energising Dorset involves linkage with the Dorset Clean Energy Super Cluster (DCESC) and Weymouth 2040. This provides an opportunity for collaboration for cross-directorate projects, activities and to exploit new funding streams and leverage public-private investment.

The Enabling and Delivery team, Housing Programme, Housing Standards and the Accommodation with Support Programme, has accessed external funding opportunities from government grants through various funding programmes.

The Enabling and Delivery team and the Housing Programme from 2021 to 2028 has generated a total £10,145,311 inclusive of capital and revenue external funding via government grants.

The Enabling and Delivery team receives external capital funding from both the Ministry of Housing, Communities and Local Government (MHCLG) and Homes England. This funding supports the development of affordable housing through 3 key programmes:

MHCLG:
- Local Authority Housing Fund (LAHF)
- Single Homelessness Accommodation Programme (SHAP)

Homes England:
- Affordable Homes Programme (AHP)

These funding streams enable targeted investment in housing solutions that address local needs and national priorities.

The Housing Programme external revenue funding source comes from the MHCLG via the funding programmes mentioned above. This funding supports operational posts and specialised support services for rough sleepers, as well as preventative measures against homelessness. Where there is a need for capital funding the Housing Programme collaborates with the Enabling and Delivery team to source capital funding from Homes England.

The Accommodation with Support Programme has established funding links with the One Public Estate (OPE) programme and the NHS England Transforming Care Grant (NHSE). The Accommodation with Support Programme have not made any recent bids and have no immediate funding bids in the pipeline. However, they will facilitate their established funding routes for both funding programmes if new funding opportunities came available.

The Housing Standards service provides administration assistance for the Disability Facilities Grants (DFG) a £3,800,000 annual capital grant via the Better Care Fund. This service works in conjunction with the Market & Partnerships Commissioning Manager, who manages the contract for major and minor adaptations for accessibility for residents of Dorset. DFGs provides funds to help disabled individuals of all ages to make the necessary adaptations, improve accessibility to their homes either rented privately from a social landlord, or owner-occupiers. Enabling disabled people to remain in their current residence and minimise additional pressure to source alternative housing.

The Housing service are heavily reliant on government grants on a recurring basis, minimising funding resilience and have limited diverse funding streams and models.

The Housing service and other directorates are reactive to newly launched government grant funding programmes, which usually run in cycles or rounds, and have time-bound restrictions to submit a bid. This minimises collaboration opportunities for cross-directorates to plan and develop co-production funding bids, submitted for a specific funding programme within the identified time restriction.

Dorset Council and the Housing service primary funding source comes from government grants with limited or no other alternative funding resources or models. This needs to be considered due to how fluctuating economic conditions, changes in government, and regional and national competition for limited funding via government grant programmes and funding cycles can impact on long-term sustainability.

Although different directorates and the housing service has established government funding working partnerships. Internal partners and different service areas for example, housing, adults and social care are duplicating efforts and are/will be competing for the same external government funding sources.

To overcome funding challenges there is a need for active internal stakeholder engagement. To enable a more strategic coordinated approach for cross directorate and the entire council collaboration to facilitate co-production funding bids. This will maximise government funding opportunities from different government funding programmes for capital and revenue funding and prevent internal competition by directorates working in silos. While still enabling directorates flexibility to access government funding streams independently.

Internal working strategic partnerships will provide more diverse cross directorates funding opportunities and longer-term can expand to establish external working partnerships.

Established working partnerships can increase opportunities to diversify funding sources and exploit funding models via public and private partnerships to reduce the councils and housing dependency on any sole funding source and to mitigate the risk of potential government funding decreases.

There is currently no strategic overview regarding external funding opportunities or cross directorate collaboration.

Each directorate is working in silos to develop their own funding options and holds their own funding data in different formats for external capital and revenue (or both) grants either awarded or allocated to partners. This includes commissioning for new or awarded grants and monies allocated through contracts. Grants and contracts are different, and amounts may vary from awarded grants to allocated contracts amounts.

Whilst mapping all council grants generically to create a centralised Funding Grants BI dashboard and automation would be beneficial, there are identified barriers in bringing this forward:

- Directorates are at different stages developing their own BI funding grant dashboards or waiting to achieve this with the appropriate support.
- Each directorate will require very different data headings to drive data collection, making it almost impossible to align all the data into a single BI dashboard or source/format, as there's no standardisation.
- The Housing service will need to formally request BI and automation resources, if the service wants to develop their own BI funding dashboard. This will require allocated resources within the service to ensure data remains current and not stagnant.

There is no internal process or procedure in place to communicate successful funding bids or cross directorate funding opportunities where there are shared priorities, aims and objectives, and where there are under unutilised funding that needs to be returned, leads to missed opportunities.

This minimises cohesion of future affordable housing projects, site allocations and funding streams. As future projects will need to align with the emerging Local Plan[89] and the Local Transport Plan.

Dorset Council Local Plan Options Consultation 2025[90] is currently underway and will shape development across the Dorset Council area for future years. The Local Plan will set housing and infrastructure priorities and will guide planning decisions and developer obligations. Site allocations will reflect adopted planning policies, and opportunities for developer contributions through Section 106 agreements. Funding for site-specific obligations (e.g., affordable housing, junction improvements).

The draft Local Transport Plan 2026–2041[91] sets out long-term goals for improving transport across Dorset. The Community Infrastructure Levy (CIL) can be used for the provision, improvement, replacement, operation, or maintenance of infrastructure. Strategic funding for infrastructure across an area. This gives council flexibility to direct funds where they are most needed to support sustainable growth.

Dorset Council's Local Plan and Local Transport Plan ensures consistency with strategic growth priorities.

Recommendations

Strategy, Performance, and Sustainability

[89] Dorset Council Local Plan consultation report.pdf
[90] Dorset Council Local Plan Options Consultation 2025 - Dorset Council
[91] Local Transport Plan consultation - Dorset Council

The Housing service to liaise and have ongoing dialogue with the Strategy Performance and Sustainability service, to understand how and when they will monitor grants centrally moving forward. To enable the housing service to forward plan and identify how the service can dovetail into this centralised grant monitoring.

To scope the viability of a funding search engine; a GrantFinder subscription.

Funding search engines benefits are:

- Up-to-date funding information increases external funding opportunities and deadline awareness.
- Minimises missed funding opportunities.
- Funding searches are tailored to requirements.
- Increases more strategic funding opportunities for the Housing service and the entire council to enhance cross directorate collaboration.
- To tailor affordable housing and infrastructure funding searches to support future-proofing housing developments.

Services using government grant funding

- The Housing service to liaise and have ongoing dialogue with the Growth & Economic Regeneration team (Place Directorate):
    - To scope and access new potential funding streams for affordable housing.
    - To scope potential future opportunities arising from the Government's Autumn Statement on 26 November 2025, to inform strategic planning beyond March 2026 for the Rural England Prosperity Fund (REPF), with particular focus on the anticipated restructuring of the UK Shared Prosperity Fund (UKSPF), which is unlikely to continue as a single, unified funding stream.
    - To follow up on the Heart of Wessex Devolution Deal and specifically the revolving funds project idea, to clarify if this has been included within the new revised proposal. As the revolving funds project provides upfront capital funding opportunities to support local housing development provision and could influence how the Home In on Housing programme and specifically the new models programme is delivered in the future.
    - To collaborate with Growth & Economic Regeneration team (Place Directorate) and harness the Weymouth 2040 opportunity to deliver affordable homes. By attracting and utilising public-private investment and new funding streams via the Energising Dorset and Dorset Clean Energy Super Cluster (DCESC).
    - To enable the housing service to forward plan and identify how the service can dovetail into the Councils development Investment Plans (IPs) for funding redirected into existing or new funding schemes aligned to existing and new government priorities.

- The Housing service to have ongoing dialogue with the Accommodation with Support Programme:
    - To scope future opportunities for One Public Estate funding in conjunction with Assets and Property (Place) to repurpose surplus public estates aligned

with the Strategic Asset Management Plan (SAMP) 2024–2030[92], which sets out how the council will manage its land and property portfolio to support corporate priorities and deliver better public services
    - To scope and access new potential funding streams via the Learning Disability and Autism Programme and the NHS England Transforming Care Grant for example NHS key workers' affordable housing development

- To actively seek and secure multiple diverse funding sources, including government grants, trusts, foundations, and private investments opportunities.
- To continuously monitor the funding landscape to identify new funding opportunities and reduce dependency on any sole source.
- Form strategic partnerships to plan, develop and submit joint funding applications, while enabling best fit partner to apply for standalone funding bids to achieve the shared priority, vision and objective. To increase diverse funding streams and funding bids success chances.

- Create a centralised council funding forum (consortium) which sits within the new Strategic and Enabling model as part of Our Future Council.
    - To dovetail internal services and activities across the council to facilitate funding collaboration opportunities, maximise resources and expertise.
    - To reduce duplication of efforts and internal competition for funding due to identified shared priorities.
    - To provide funding strategic oversight to support, increase and deliver internal and external funding opportunities to aid financial sustainability for services across the council. A centralised strategic oversight pros and cons are shown within appendix F.
- Investigate and scope public-private partnerships (PPPs) options.
- Investigate social impact bonds (SIBs) and Development Impact Bonds (DIBs) options with PPPs, regarding target setting and returns based on the project's success.
- Investigate Sponsorships
    - Research companies to identify aligned values, audiences, aims and objectives
    - Use Sponsorship Platforms.
    - Utilise internal and external partnerships to exploit sponsorship opportunities.
    - Approach companies directly.

- Link and engage with the Local Plan consultation to aid future projects.
    - To consider implications for infrastructure, affordable housing, and sustainable transport.
    - Engage with planning officers during consultation to influence policy wording for funding flexibility.
        - Section 106 and CIL funding contribution opportunities for affordable housing delivery.

- Align future affordable housing projects with the emerging Local Plan and Local Transport Plan.
    - Reference Local Plan policies in all project proposals and funding bids.

[92] Strategic Asset Management Plan 2024 to 2030.pdf

- To ensure site allocations reflect current planning policies.
- To identify opportunities for Section 106 contributions and Community Infrastructure Levy (CIL), potential to fund strategic projects such as schools, health facilities, park-and-ride schemes, and road safety upgrades and sustainable transport.
- Identify sites where developer contributions can offset infrastructure costs.
- To use these frameworks to strengthen funding bids and meet local priorities.

To maximise the government's spending review 2025 funding opportunities. The Housing service along with other directorates need to work in collaboration. This will create a more centralised strategic approach and create benefits that exploit capacity, skill sets, and expertise.

It would be beneficial for the Housing service in the longer-term to explore and establish external new partners.

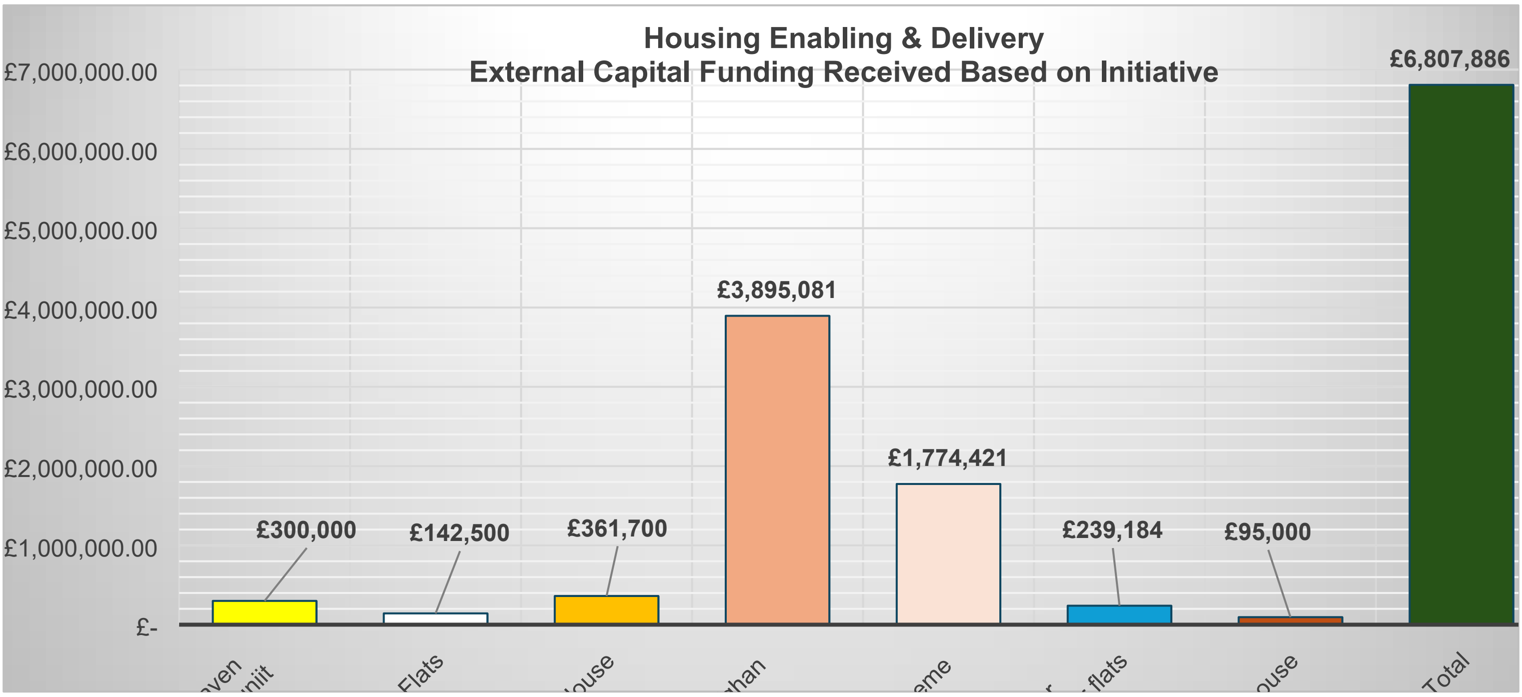
This could incorporate Community Land Trusts (CLTs), community, voluntary, charities, businesses, private and enterprise sectors forming public-private partnerships (PPPs). Additional to already established external partnerships with Registered Providers, Housing Associations, CLTs and support services to enable access to diverse funding sources, programmes and funding models to deliver new affordable housing. A stakeholder partnerships working example is shown in appendix G

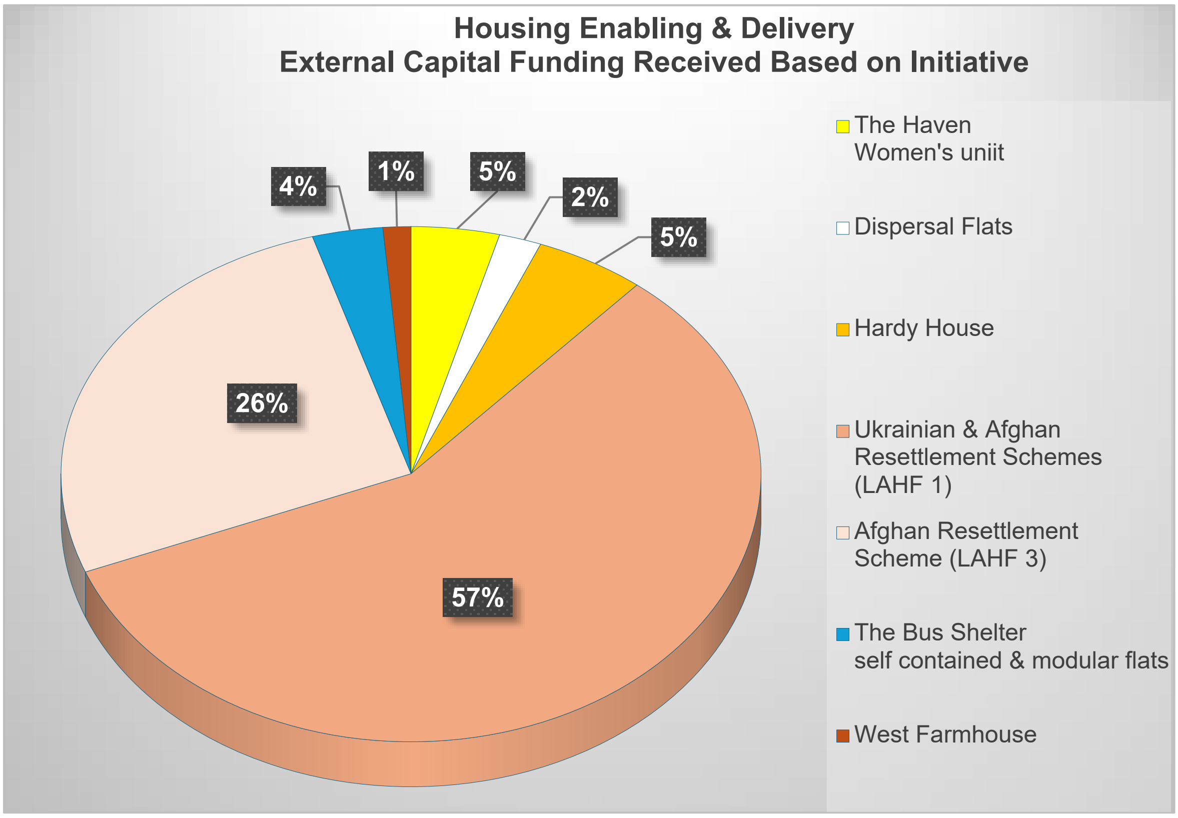
By implementing these recommendations, the Housing service can improve its strategic approach to funding new affordable housing, to ensure long-term sustainability and growth.

This report endorses Phase 2, aiming to strategically bolster and optimise our internal partnerships to leverage cross-directorate collaborations. To maximise benefits for directorates and the council, while potentially exploring external partnerships options. Thereby increasing diverse external funding opportunities to expand the delivery of new affordable housing to address housing needs, by adopting a unified one council-wide strategic approach.

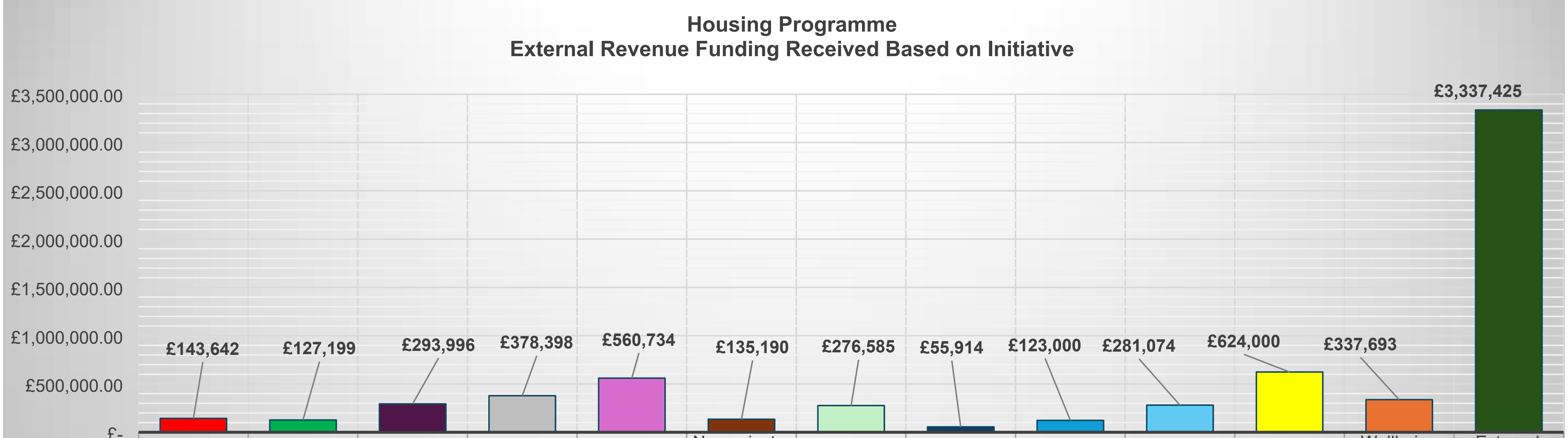
Appendix

Appendix A - Enabling and Delivery Capital Funding Received Based on Initiative


Housing Enabling & Delivery
External Capital Funding Received Based on Initiative
£7,000,000.00
£6,000,000.00
£5,000,000.00
£4,000,000.00
£3,000,000.00
£2,000,000.00
£1,000,000.00
£-
£300,000
£142,500
£361,700
£3,895,081
£1,774,421
£239,184
£95,000
£6,807,886
Flats
Total

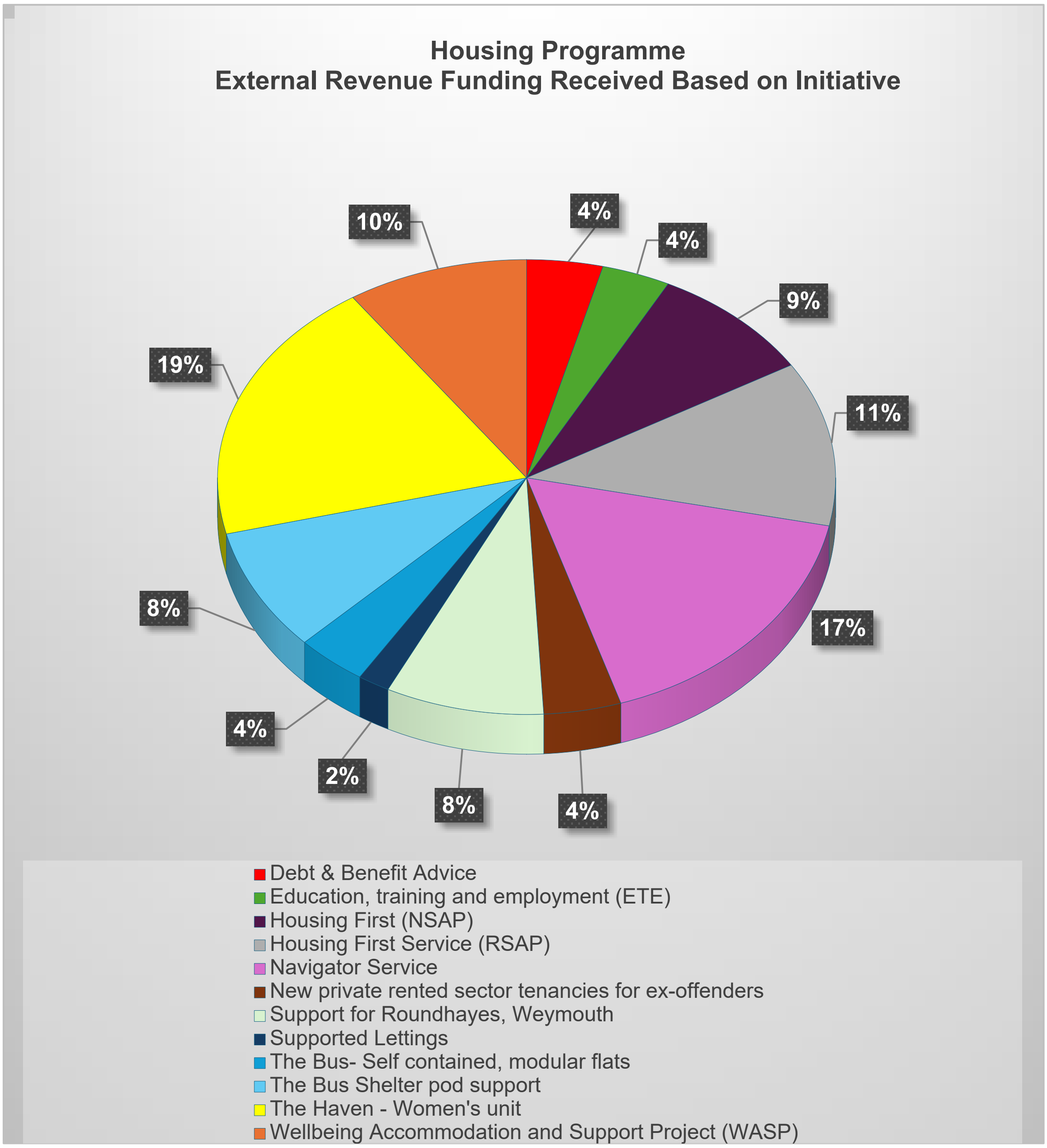

Housing Enabling & Delivery
External Capital Funding Received Based on Initiative
4%
1%
5%
2%
5%
26%
57%
The Haven Women's uniit
Dispersal Flats
Hardy House
Ukrainian & Afghan Resettlement Schemes (LAHF 1)
Afghan Resettlement Scheme (LAHF 3)
The Bus Shelter self contained & modular flats
West Farmhouse

Appendix B - Housing Programme Revenue Funding Received Based on Initiative

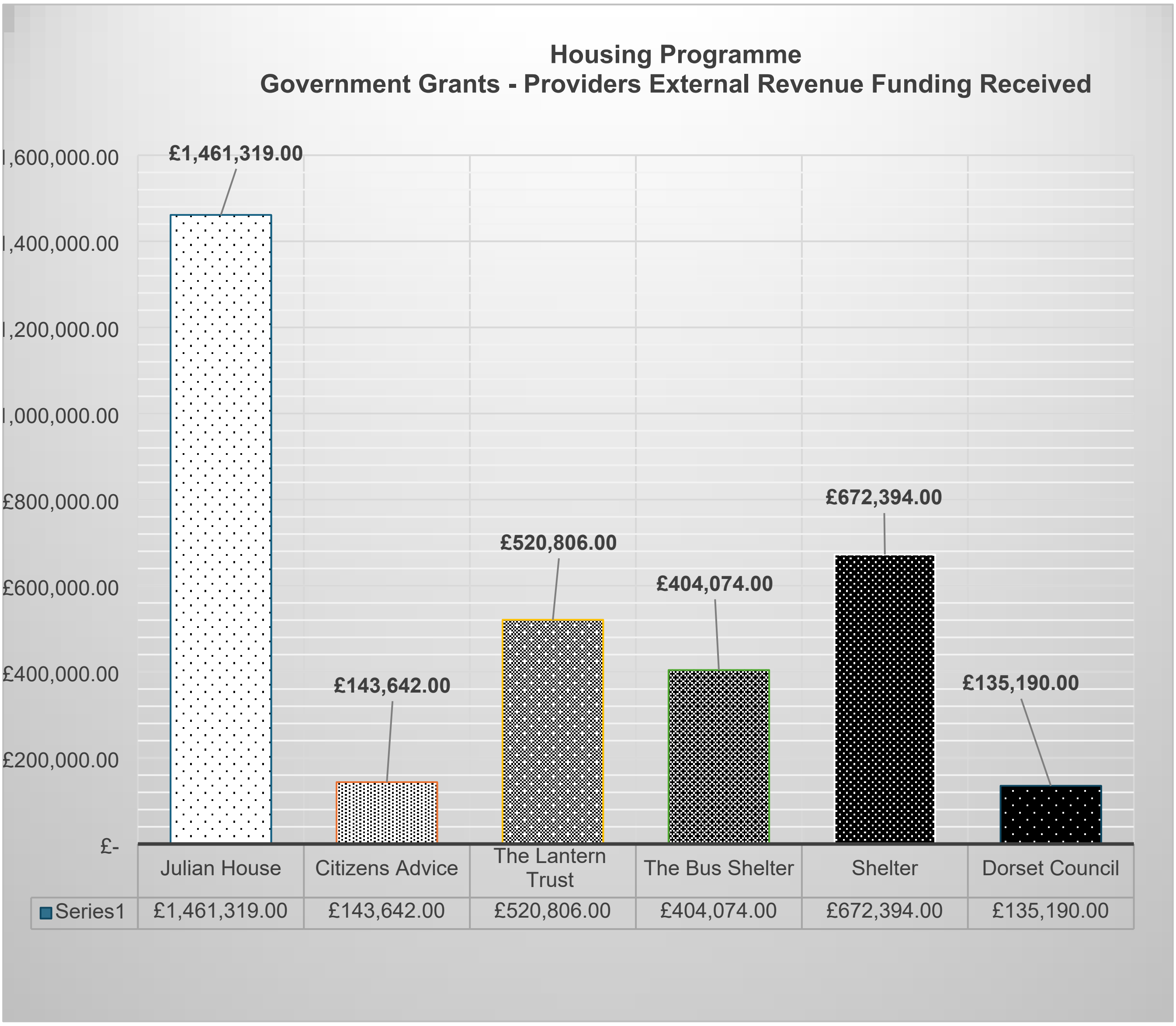


	Debt & Benefit Advice	Education, training and employment (ETE)	Housing First (NSAP)	Housing First Service (RSAP)	Navigator Service	New private rented sector tenancies for ex-offenders	Support for Roundhayes, Weymouth	Supported Lettings	The Bus-Self contained, modular flats	The Bus Shelter pod support	The Haven - Women's unit	Wellbeing Accommodation and Support Project (WASP)	External Revenue Grants/Funding Received Total
Series1	£143,642.00	£127,199.00	£293,996.00	£378,398.00	£560,734.00	£135,190.00	£276,585.00	£55,914.00	£123,000.00	£281,074.00	£624,000.00	£337,693.00	£3,337,425.00

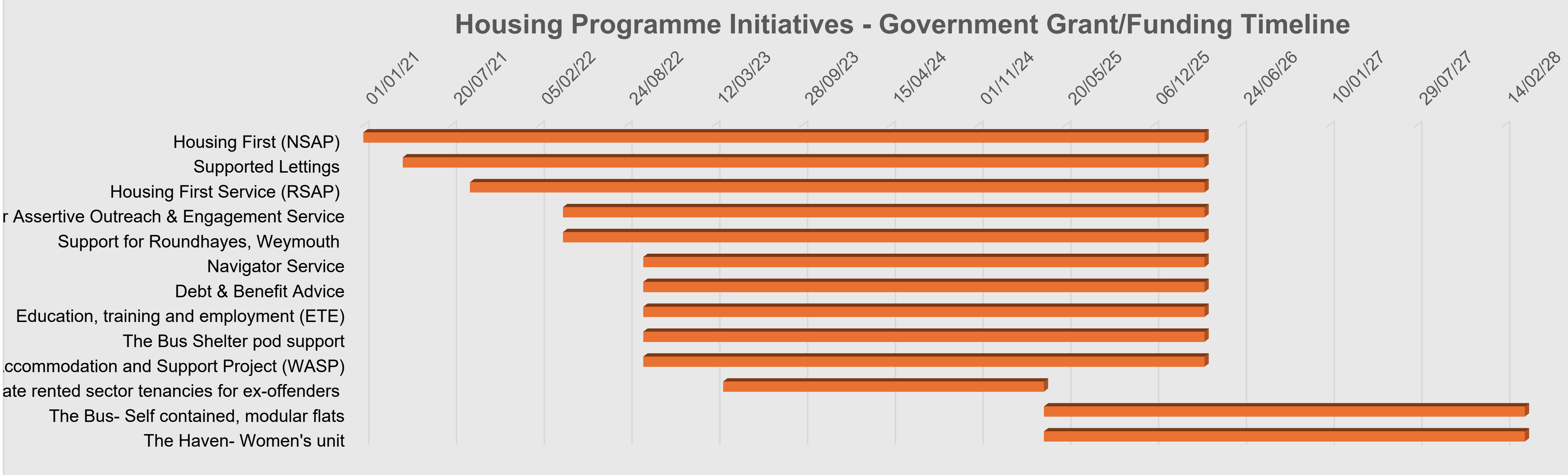
Appendix C - Housing Programme Revenue Funding % Received Based on Initiative



Appendix D - Housing Programme Providers Revenue Grants Amount Received



Appendix E - Housing Programme Revenue Grants Received - MHCLG Grants Timeline



	The Haven- Women's unit	The Bus- Self contained, modular flats	New private rented sector tenancies for ex-offenders	Wellbeing Accommodation and Support Project (WASP)	The Bus Shelter pod support	Education, training and employment (ETE)	Debt & Benefit Advice	Navigator Service	Support for Roundhayes, Weymouth	Rough Sleeper Assertive Outreach & Engagement Service	Housing First Service (RSAP)	Supported Lettings	Housing First (NSAP)
End date	31/03/28	31/03/28	30/03/25	31/03/26	31/03/26	31/03/26	31/03/26	31/03/26	31/03/26	31/03/26	31/03/26	31/03/26	31/03/26
Duration *inclu start/end date	1,096	1,096	730	1,278	1,278	1,278	1,278	1,278	1,461	1,461	1,673	1,826	1,916

Appendix F – Centralised Strategic Oversight Pros and Cons

Pros	Cons
Strategic Alignment: • Centralised oversight ensures that all activities and initiatives align with the council's strategic objectives, leading to more coherent and focused efforts. • Example: A centralised strategy team or forum can ensure that all funding applications support the council's long-term housing strategy.	**Potential for Bureaucracy:** • Centralised oversight can lead to increased bureaucracy, slowing down decision-making processes and reducing flexibility. • Example: Departments may face delays in getting approvals for funding applications due to additional layers of oversight.
Improved Coordination: • Centralised oversight ensures that all departments and directorates align with the overall strategic goals of the Council. This improves coordination and reduces duplication of efforts. • Example: A centralised funding forum can coordinate grant applications, ensuring that different departments do not compete for the same funding sources.	**Risk of Centralised Control:** • Excessive centralisation can lead to a concentration of power and decision-making authority, potentially stifling innovation and initiative at the departmental level. • Example: Departments may feel disempowered and less motivated to pursue innovative solutions if all decisions are made centrally.
Enhanced Efficiency: • By centralising oversight, the Council can streamline processes, reduce redundancies, and improve the efficiency of resource allocation and project implementation. • Example: A centralised team can manage funding applications more efficiently, reducing the time and effort required by individual departments.	**Implementation Challenges:** • Implementing centralised oversight can be challenging, requiring significant changes to existing processes and systems, and may face resistance from departments. • Example: Departments accustomed to operating independently may resist the shift to centralised oversight, leading to implementation difficulties.
Improved Communication: • Centralised oversight facilitates better communication and information sharing across the council, leading to more informed decision-making. • Example: Regular meetings and updates from a centralised team can keep all departments informed about funding opportunities and strategic priorities.	**Reduced Flexibility:** • Centralised oversight can reduce the flexibility of individual departments to respond quickly to emerging opportunities and challenges. • Example: Departments may miss time-sensitive funding opportunities if they must wait for centralised approval.
Better Resource Management:	**Resource Intensive:**

Pros	Cons
• Centralised oversight allows for better management and allocation of resources, ensuring they are used where they are most needed and can have the greatest impact. • Example: Centralised budgeting can prioritise funding for high-impact projects, ensuring optimal use of limited resources.	• Establishing and maintaining a centralised oversight body can be resource-intensive, requiring additional staff, systems, and processes. • Example: The costs associated with setting up a centralised team/forum and the necessary infrastructure may be significant.
Enhanced Accountability: • Centralised oversight provides a clear framework for accountability, ensuring that all departments are held to the same standards and performance metrics. • Example: A centralised oversight body can monitor the progress of projects and ensure compliance with funding requirements.	**One-Size-Fits-All Approach:** • Centralised strategies may not always account for the unique needs and circumstances of different departments, leading to a one-size-fits-all approach that may not be effective. • Example: A centralised funding strategy may not fully address the specific needs of specialised housing projects.

Appendix G - Hazelmead Stakeholder Partnership Example

Hazelmead[93], Bridport Cohousing: Affordable Housing Partnership Development Example	
Category	**Details**
Funding Sources	• Homes England Grant: Provided funding for social housing.
	• Community Loan: Launched in January 2018 to purchase land.
	• Government's Help to Buy Scheme: Supported low-cost shared ownership.
Partners	• Bridport Cohousing CLT[94]: Secured the land and managed the project.
	• Bournemouth Churches Housing Association (BCHA): Delivered 39 homes (26 for social rent, 13 for shared ownership).
	• Dorset Council: Collaborated to provide homes at social rent levels.
	• Barefoot Architects: Partnered for planning and design.
	• C G Fry & Son Ltd: Contracted for infrastructure and construction.
Financial Contributions	• Homes England: Grant funding for social housing.
	• Community Loan: Raised funds for land purchase.
	• Government's Help to Buy Scheme: Supported shared ownership.

93 HousingLINCaseStudy_175_BridportCohousing.pdf
94 https://bridportcohousing.org.uk/about/our-story/