

LEICESTER CITY COUNCIL

Supported Living & Extra Care: Delivery Roadmap



Leicester
City Council

ASC Scrutiny Commission
Briefing

Aug 2026

Background and Summary

The strategy set an ambitious 10-year delivery target...

396

Units to be achieved
through the 2021-31
strategy

75

Units delivered
since 2021

142

Further units will be
achieved by 27/28

- Original phasing was 196 units by 2022; 66 units 2022-26; 134 units 2026-31.
- The Council has not met the original delivery profile but has created additional accommodation and has access to a wide range of supported living and extra care across the city.
- This includes a pipeline of accommodation that will deliver additional planned units by 27/28.
- ASC currently has access to around 698 units across our wide and varied portfolio of supported living and extra care, supporting people to live independently in a community setting.

Recognising the opportunity to reset our thinking and relationships with our external developer market, an independent review of current and future demand for Extra Care and Supported Housing together with an assessment of market capacity, investment appetite and delivery options was commissioned.

The commission was an opportunity to review our demand, site opportunities and market interest and understand the practical route to delivery.

Key highlights

Top 3

Leicester's rank in Anchor's national investment priorities

24

Care providers willing to keep working with the Council

£39bn

SAHP 2026–2036, with allocations announced later this year.

c.£2,400

Potential average annual NHS and social care saving per extra care resident

What the market and site appraisal indicated

- **88%** overall interest in investing in Leicester...
- **66%** “very interested” in immediate investment...
- Site analysis on the 33 local plan sites has given us a list of six priority sites
- We understand the key financial levers to support commercial viability.

What are we doing next

- Created governance internally to achieve consensus around sites.
- Ensuring we have a visible pipeline linking demand to specific sites.
- Building our case for investment.
- Understanding the impacts of LGR.

Roadmap will help us determine...

Governance

Determining our internal route to delivery and appropriate governance to support collaboration with housing.

Pipeline

Which sites we are committing to extra care and supported housing, and in what order...

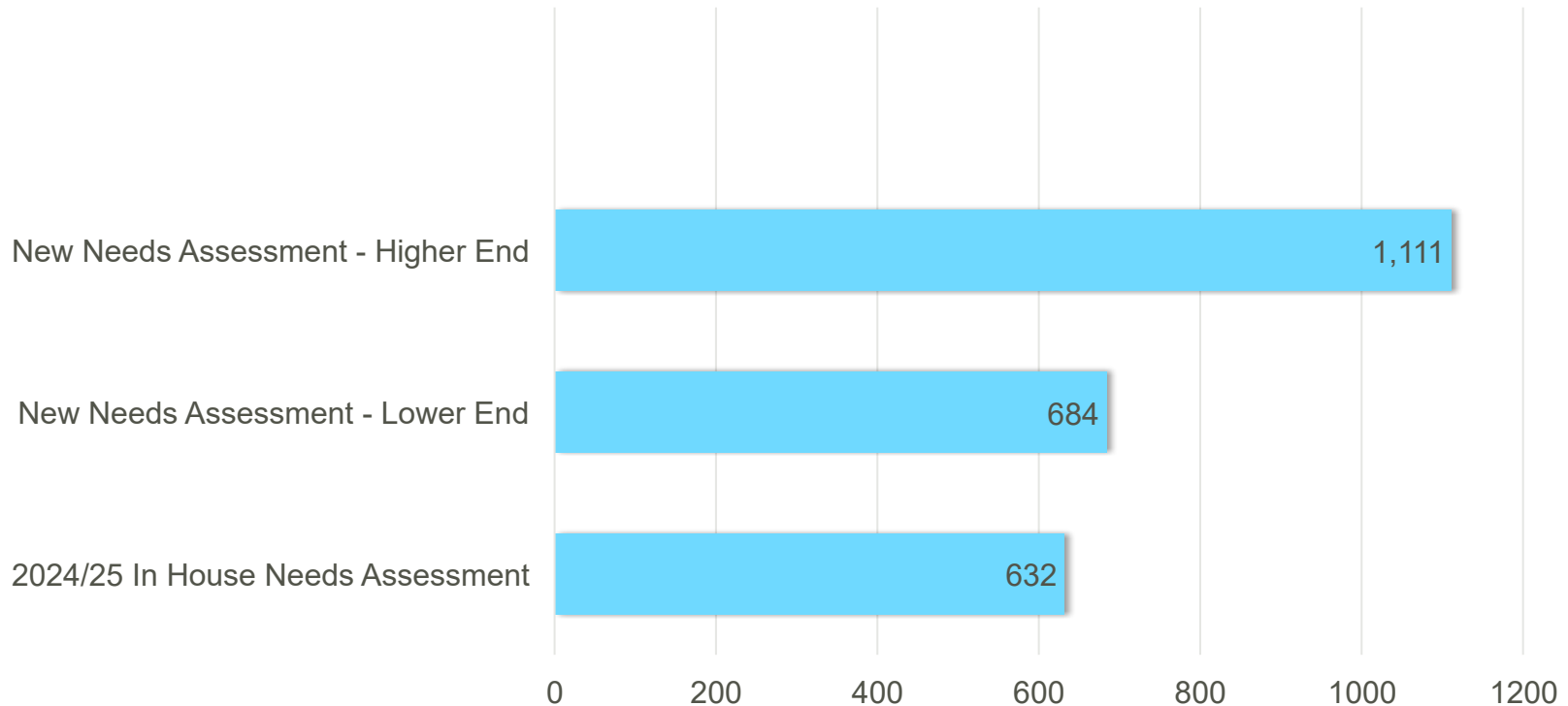
Capacity & Confidence

Create the conditions to build market confidence and secure delivery for the city.

Demand Analysis

Findings

Number of additional units of specialist housing
inc. extra care by 2031...



Based on most
recent data

Tests known,
unmet & hidden
need

Asked what better-
fit provision could
unlock

Offers a range:
high confidence low
end & plausible
numbers high end

Extra Care and Supported Living Roadmap

Phase 1: Establish Foundations

July to December 2026
(0–6 months)

Objective

Programme mobilisation & investment

- Develop and publish an Extra Care & Supported Living Investment Prospectus setting out:
 - Demand evidence
 - Pipeline opportunities
 - Priority sites for ASC
 - Expected timescales
- Establish a cross-Council group to agree priority sites
- Launch structured provider engagement

Phase 2: Unlock Priority Sites

January 2027 to July 2028
(6–18 months)

Objective

Convert market interest into deliverable schemes

- Undertake assessments of priority sites and consider impacts of LGR.
- Complete site-specific viability and delivery modelling.
- Understand route-to-market opportunities & agree nomination and care model principles
- Secure executive sign-off

Phase 3: Deliver and Scale

July 2028 onwards
(18–36 months)

Objective

Build a sustainable long-term development programme

- Commence delivery.
- Monitor performance, costs and outcomes from developments achieved.
- Expand the pipeline using lessons learned.
- Align future accommodation commissioning strategies with housing growth plans.
- Maintain ongoing market engagement

Our vision: create a thriving Extra Care and Supported Living market that delivers high-quality homes, supports independence and meets Leicester's growing and changing needs.

Next Steps and any questions

1

Establish a cross-Council governance process for site and investment decisions and seek sign off on approach.

2

Refine the site pipeline and determine use, sequencing and delivery route for each opportunity.

3

Continue structured engagement with housing providers and care providers.

4

Develop a programme proposition linking demand to specific sites and opportunities.

5

Engage Homes England on the full specialist and affordable housing programme.

6

Develop an investment case for extra care and supported housing.

7

Bring procurement colleagues in to advise on packaging, frameworks and call-off options.

8

Test the pipeline and procurement approach with the market before formal procurement.

9

Maintain a focus on outcomes and avoid over-prescribing design before provider involvement.

10

Align planning, care commissioning and housing requirements from the outset.