



Our Design and Delivery Journey

Supported Housing Strategy

Ryan Bird – Strategic Commissioner

Why a needs assessment was commissioned



Commissioned to strengthen the evidence base for supported housing strategy and future commissioning



Responded to a reduced and increasingly consolidated supported housing portfolio



Sought clarity on strategic relevance, value for money, and preventative impact of services



Recognised supported housing's role within the wider homelessness system

What was commissioned and how



EXTERNALLY PROCURED
SUPPORTED HOUSING
STRATEGY REVIEW AND
NEEDS ASSESSMENT



FOCUSED ON HOUSING AND
HOMELESSNESS
COMMISSIONED
SUPPORTED HOUSING

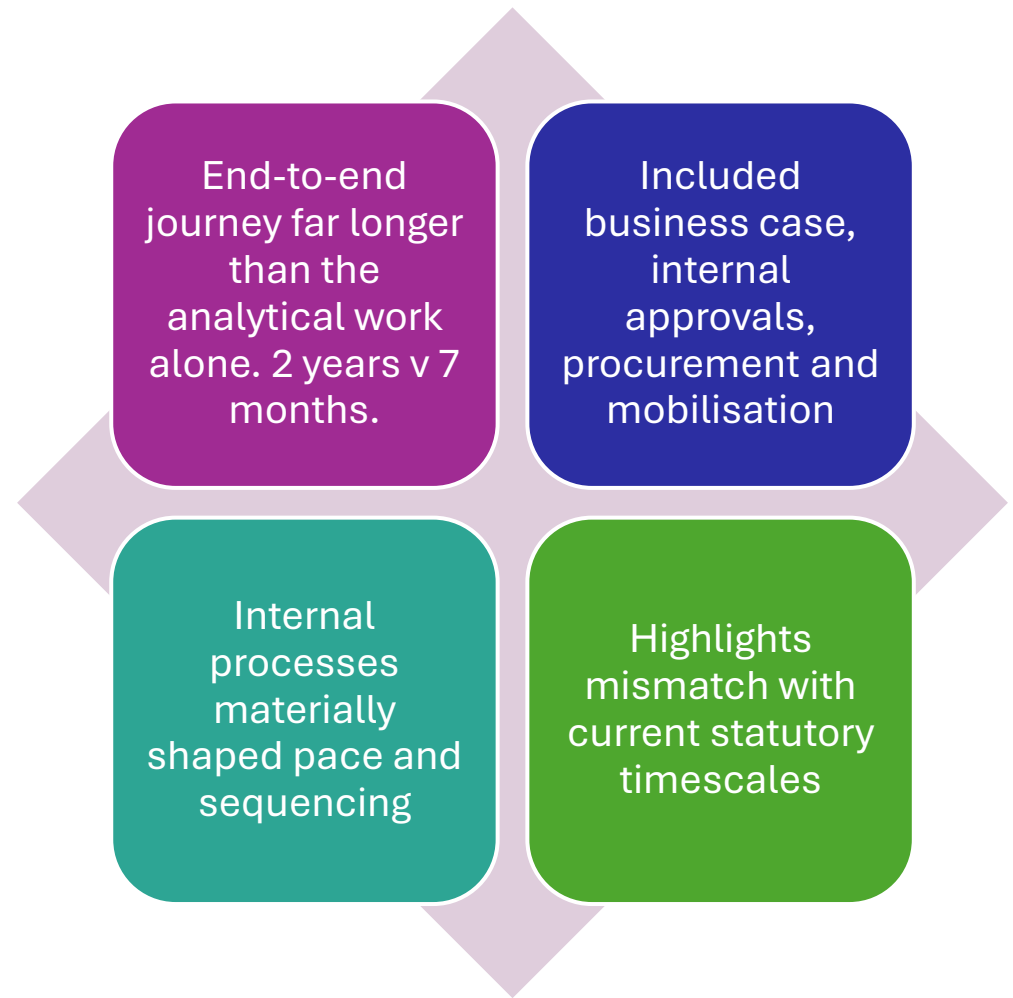


STRUCTURED
METHODOLOGY: SCOPING,
EVIDENCE, STAKEHOLDER
INPUT, REPORTING



DESIGNED TO INFORM
DECISIONS, NOT ACT AS A
DELIVERY PLAN

The journey and real timelines



Governance challenges



DRAFT STRATEGY
ENTERED COMPLEX
INTERNAL GOVERNANCE
PATHWAYS



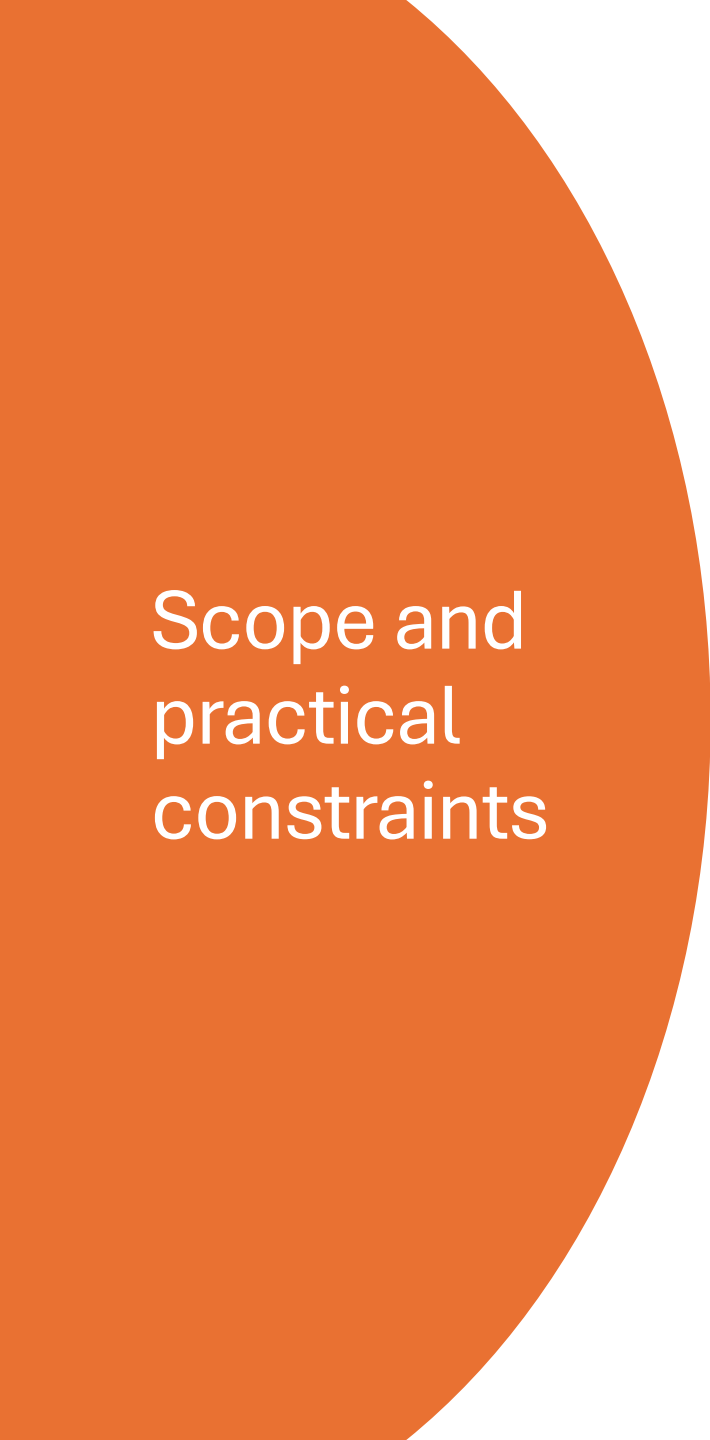
COMPETING CORPORATE
PRIORITIES SLOWED
PROGRESS



NEED FOR ASSURANCE,
CONSULTATION CLARITY
AND SENIOR OWNERSHIP



EVIDENCE PRODUCED
FASTER THAN DECISIONS
COULD BE MADE



Scope and practical constraints

Review not a whole-council supported housing strategy

Excluded mental health, care leavers, extra care and children's services

Wider pressures: finance, stock condition, move-on and voids

Evidence alone insufficient without aligned resources and authority

Lessons Learned

- Start governance early: Evidence moves faster than decision-making. Ownership, consultation routes, and senior sign-off need to be mapped before commissioning.
- Procurement time is real time: Business cases, approvals, and mobilisation often exceed the analytical work itself.
- Be honest about scope: Narrow strategies are easier to deliver but may not meet whole-system expectations.
- Design for delivery: Evidence alone is insufficient without aligned resources, authority, and capacity.
- Plan backwards from impact: Statutory timelines now require compressed, realistic end-to-end planning.