

| | |
|------------------------|--------------------------------------------------------------------|
| Report title: | Supported Accommodation Review Update. |
| Meeting: | Living in Hackney Scrutiny Commission |
| Date: | 10th March 2026 |
| Author: | Lee Georgiou, Assistant Director, Benefits and Homeless Prevention |
| Group Director: | Group Director, Housing, Climate and Economy |

Report summary

This report provides the Living in Hackney Scrutiny Commission with an update on the progress following the recommendations made in the Supported Accommodation Review for Single Homeless People with Complex Needs.

| | Recommendation | Achievements to date | Areas of challenge / next steps |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | For Benefits & Homeless Prevention Service (BHPS) to identify funding to deliver an Assertive Outreach/Inreach team to urgently provide trauma-informed support to single homeless people living in temporary accommodation with complex needs and manage risk to other residents and staff whilst additional supported accommodation is delivered. | <p>The BHPS has successfully implemented a Complex Needs Team that provides targeted holistic support that is trauma-informed to single people living in temporary accommodation with complex needs. The Complex Needs Team has an active caseload of around 70 at any given time but will have involvement and input in over 100 complex single homeless cases each year.</p> <p>In fact, in 2025 the Complex Needs Team received a 2nd place in the London Homelessness Awards, which is a yearly award programme recognising</p> | <p>The main challenge for the team remains LBH's lack of suitable supported housing for single homeless people who present with varied levels of support needs.</p> <p>The BHPS Pathway Development Manager role is currently not backfilled for but the Complex Needs Team continues to operate effectively lead by the partnership.</p> <p>Next steps will be defining the use of the flexible fund to ensure we stretch this</p> |

| | | | |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <p>new and/or innovative projects across London. Alongside the certificate for our achievement we received a prize of £20,000. This fund will enable us to think creatively when supporting the most vulnerable single people with complex support needs in temporary accommodation, whilst additional supported accommodation is delivered.</p> | <p>funding as far as we can.</p> <p>The service is looking to provide additional support for the most complex single individuals living in temporary accommodation. A needs analysis has been completed, and modelling is underway to fully understand costs before going to the market.</p> |
| 2 | <p>For Benefits & Homeless Prevention to commission the development of a strategic, costed plan for the delivery of a supported accommodation pathway for single homeless people with complex needs which should include:</p> <ul style="list-style-type: none"> a) Assessing current need and existing local supply b) Projecting future demand c) Projecting future supply d) Identifying any gaps between future supply and demand and planning to meet these gaps e) Accommodation needs f) Funding required for multi year contracts g) Provider appetite testing | <p>In late 2024, Benefits and Homeless Prevention and Housing Strategy and Policy jointly commissioned Campbell Tickell to conduct a needs assessment for supported accommodation among the homeless and rough sleeping cohorts within the borough.</p> <p>This needs assessment is complemented by a fully costed series of options to deliver the quantity of accommodation required to meet the 'gap' between what is available at present and what is required.</p> <p>This assessment was commissioned to inform the forthcoming housing strategy and members were briefed on its contents in late summer 2025.</p> | <p>We will explore opportunities to deliver alternative models of supported housing within the current budget envelope; this includes partnering with Registered Providers to increase supported exempt provision, allowing for maximum cost recovery from central government rather than placing additional pressure on the General Fund.</p> <p>Officers are exploring funding opportunities with partners from the Greater London Authority to lessen the potential costs for the council whilst delivering this much needed accommodation.</p> |
| 3 | <p>For Housing Policy & Strategy to ensure that its newly developed Hackney Housing Strategy:</p> <ul style="list-style-type: none"> a) Recognises and prioritises | <p>The Housing Strategy and Policy Team has produced a draft supported housing chapter of the main housing strategy which was briefed to members in late 2025. There is, at present, a full</p> | <p>RSLs are currently being engaged via a standalone care provider forum, these discussions will be extended to the main RP forum in Hackney upon its relaunch in</p> |

| | | | |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| | <p>the housing and support needs of single homeless people with complex needs</p> <p>b) Outlines how and when the housing and support needs of this cohort will be addressed, particularly in terms of delivering additional supported accommodation capacity at pace which should include:</p> <ul style="list-style-type: none"> i) An urgent exploration of purchase and lease options, recognising that refurbishment and new build options will take time to deliver c) Sets out how registered social landlords will be engaged and involved to identify opportunities to increase the supply of supported accommodation premises d) Sets out how the Hackney Housing Company can be used to create additional supported accommodation capacity for this cohort | <p>stand alone supported housing strategy in development and is being consulted on among senior officers.</p> <p>This stand alone strategy will give full consideration of the complexity of housing need among both the Care Act eligible and Homeless Cohorts. It will also detail specific delivery routes including but not limited to, new build, refurbishment, acquisition and leasing.</p> <p>The Hackney Housing Company will be considered as a delivery vehicle but will require significant additional preparation to function effectively in this role.</p> | <p>the coming months. They will be engaged throughout the run up to the publication of the Housing Strategy following the election.</p> |
| 4 | For the City & Hackney Adult Safeguarding Board to undertake a | A comprehensive deep-dive audit has been completed, analysing safeguarding concerns for | The review made six recommendations to |

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>deep dive review into safeguarding referrals regarding residents in temporary and supported homelessness accommodation to:</p> <ul style="list-style-type: none"> a) Identify key insights and trends b) Provide assurance that services are delivering practice which is informed by best available evidence c) Make recommendations to inform practice and service development which can minimise risk and improve partnership working. | <p>adults living in temporary and supported accommodation</p> <p>The City and Hackney Safeguarding Adults Board (CHSAB) commissioned an independent external reviewer, Dr Karl Mason, Senior Social Work Lecturer, to undertake the audit and analysis. The review was conducted between February 2025 and April 2025, providing independent assurance and system-wide insight.</p> <p>The final report was presented to the CHSAB Executive in August 2025, and subsequently shared with the full CHSAB for oversight and discussion.</p> <p>As part of embedding the learning, a multi-agency case reflection workshop was held in September 2025, involving seven partner organisations. This reflective discussion explored learning from a complex live case, with a focus on coordination, risk escalation, information-sharing, and opportunities for earlier intervention.</p> <p>The review identified clear examples of effective multi-agency practice, including:</p> <ul style="list-style-type: none"> ● Strong cross-agency liaison and use of Multi-Disciplinary Team forums ● Good alignment between safeguarding and care and support pathways ● Thoughtful person-centred approaches | <p>strengthen safeguarding practice. Progress against these is being monitored through the CHSAB Performance and Quality Assurance (PQA) Subgroup,</p> <p>1. Improve the quality of safeguarding referrals</p> <p>The CHSAB training budget will be used to commission training in 2026–27 focused on clarity and appropriateness of referrals. The CHSAB Manager is meeting with existing providers in March to review current provision and incorporate this theme where appropriate. In addition, ASC colleagues are developing guidance around “understanding of safeguarding concerns” for partnership sign-off, to promote consistent thresholds and language across agencies.</p> <p>2. Strengthen consistency in Section 42 decision-making</p> <p>Safeguarding supervision training is being proposed for senior practitioners and managers who act as Safeguarding Adults Managers (SAMs). This will be supported through the Social Work Reflective Practice Group in conjunction with the Principal Social Worker. A follow-up audit of 10 cases (5 progressed to Section 42 and 5 managed outside Section 42) is planned to test consistency and application of learning.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <ul style="list-style-type: none"> Strengthened collaboration with housing commissioners to improve oversight of safeguarding trends within supported accommodation <p>A 7-minute briefing has been developed to support dissemination and embedding of the learning across the partnership. This was presented to the CHSAB Executive for sign-off in January 2026 and was shared more widely across partner agencies to promote consistent understanding and application of the learning.</p> | <p>3. Raise awareness of the Homelessness Reduction Act “duty to refer” This will be incorporated into commissioned training and partnership communications to ensure wider awareness and consistent application across Adult Social Care.</p> <p>4. Increase professional curiosity regarding repeat referrals The ASC Safeguarding Team has already progressed three repeat referrals into further safeguarding enquiries where appropriate. An audit of repeat referrals is being considered to identify themes and strengthen early intervention.</p> <p>5. Improve feedback to referrers Discussions are underway with Performance colleagues to explore whether Mosaic data can provide assurance on feedback provided to referrers. Clear communication of outcomes will also be reinforced through training and reflective practice. A targeted audit may be undertaken to assess improvement.</p> <p>6. Increase workforce confidence in working with complex needs Training has been explored with the Museum of Homelessness, with a proposal received for four in-person</p> |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | |
|--|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | <p>sessions focused on trauma-informed approaches to homelessness, addiction and self-neglect, and challenging professional bias. The first of these sessions will start in June 2026, and will be offered to ASC and partners.</p> <p>The CHSAB has a dedicated strategic priority around Multiple Exclusion Homelessness. The action plan around this has been informed by the deep dive audit as well as the case reflection workshop. The CHSAB is working as a partnership to develop this work plan and to achieve the objectives that were identified.</p> <p>The CHSAB has commissioned an independent community engagement agency, Manchester Global Foundation, to deliver a series of engagement events across City and Hackney. These sessions will focus on sharing key safeguarding messages and listening to the views of people with lived experience of safeguarding, including individuals who have experienced homelessness and/or are currently rough sleeping</p> <p>CHSAB will continue to oversee delivery and monitor impact on practice and resident outcomes through the Performance and Quality Assurance</p> |
|--|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | Subgroup. |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | <p>For City & Hackney Public Health, in close collaboration with the NHS and the housing, criminal justice and community and voluntary sectors, to bring forward the planned Joint Strategic Needs Assessment (JSNA) on the current and future health and social care needs of those rough sleeping and experiencing homelessness to urgently achieve a joint understanding of the complexity of this cohort to inform commissioning decisions.</p> | <ul style="list-style-type: none"> ● Explored the potential to undertake a Housing Joint Strategic Needs Assessment (JSNA) in Hackney. ● Scoped initial focus areas and engaged colleagues to assess appetite and capacity for a cross-council strategic exercise. ● Identified that a JSNA is a substantial, resource-intensive piece of work that typically informs major strategic priorities and programmes of work. ● Paused progression of the Housing JSNA pending clearer strategic direction and confirmed senior ownership. ● Produced insight to inform housing and health priorities, including: <ul style="list-style-type: none"> ○ Research on residents living in temporary accommodation. ○ Development of publicly available population health dashboards enabling colleagues to explore health outcomes (including poor housing-related health conditions) across Hackney. ○ Analysis of changes in the Indices of Deprivation, including domains relating to housing and access to services. ● Confirmed Public Health's offer to support both strategic assessments and more focused insight projects where there is clear scope and ownership. | <ul style="list-style-type: none"> ● A Joint Strategic Needs Assessment requires active engagement and leadership from relevant service areas, including senior officers, to define scope, strategic questions, and intended outcomes. ● At the time of exploration, there was limited clarity on priority focus areas and limited strategic-level involvement to drive the work. ● For a Housing JSNA to proceed, clear sponsorship, defined objectives, and sustained input from Housing colleagues would be required. Public Health can coordinate and provide analytical and epidemiological expertise but would not act as the sole subject matter lead for housing. ● If a full JSNA is not the appropriate mechanism, colleagues are encouraged to identify specific policy or service questions. These can be addressed through targeted insight projects or analytical reports, which Public Health would be happy to support. ● Next step: clarify whether there is strategic appetite and senior ownership for a Housing JSNA, or |

| | | | |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | alternatively agree a set of focused priority questions to take forward through a defined insight programme. |
| 6 | For the City & Hackney Place Based Partnership to identify a lead for supported accommodation for single homeless people with complex needs to develop a more strategic approach to combined housing and support offers and facilitate bespoke analysis and co-production activities. | N/A | Due to significant changes in the structures and staffing of the local and North East London NHS, this will need to be taken to the City & Hackney Executive Partnership Group for discussion, at the appropriate time. |
| 7 | For the City & Hackney Place Based Partnership to urgently identify possible funding opportunities for the joint commissioning of supported accommodation schemes for this cohort, including the delivery of accommodation premises themselves. | Cross partnership work around estate opportunities is still under way. | Given the ICB restructure and change of focus for Place-based teams, it has not been possible to identify funding opportunities. Cross partnership work around estate opportunities is still under way. Any request of funding would need to be made to the central ICB team where strategic commissioning functions will sit. |