CQC Update
London Care and Support Forum

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Agenda

- An update on rebuilding CQC

- CQC structure

- Assessment priorities for ASC and progress

- Local authority assurance update

- Questions

Making change happen

Our key objectives;

1. Driving up the volume and quality of inspections
2. Streamline and enhance our key regulatory processes

We'll meet our key objectives by;

1. Determining what good looks like – in collaboration with people, staff and stakeholders
2. Redesigning the assessment framework
3. Rebuilding the regulatory platforms that support our work
4. Aligning our operational workforce into sectors

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Our commitments

Public	Providers & Systems of Care	Our People	Partners who share our Purpose
To listen, act, inform and protect.	To help them improve and innovate.	To feel valued and do great work.	To work together for better care.
We listen to, learn from, and inform the public. We act to keep them safe and improve care, protecting rights and ensuring safe, effective, and compassionate care for all.	We work with care providers and systems to improve quality and equity. We set clear, evidence-based expectations, identify risks early, and support innovation through strong relationships and data-driven insight.	We invest in our people, tools, and culture so everyone at CQC is guided by our vision and values. This builds internal trust, external credibility, and enables our people to thrive through strong leadership, support, and a sense of belonging.	We work with government, Parliament, stakeholders, and communities to share insight and learning—strengthening regulation, accelerating innovation, and building an effective, inclusive, and resilient care system.

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Leadership and expertise

Registration

Reviewing our assessment framework

Inspection and technology

Working in partnership

We are focused on these five areas to rebuild our trusted approach to regulation.

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Progress

We are committed to tackling the most critical issues that affect the way we carry out assessments and how we regulate services:

- Clearing stuck assessments

- Carrying out more assessments

- Reducing registration delays

- Improving how we handle information of concern

- Re-establishing a credible regulatory structure

- Strengthening the wider senior leadership team

- Improving our assessment framework

- Clear data, stronger regulation

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Registration
Working together for safer, quality care

- Registration isn't just a form — it's the start of a partnership. By setting out clear expectations on both sides, we can help services start safely and confidently.

- As part of our ongoing work to rebuild effective regulation, we have made changes to the registration process for homecare providers to help reduce delays.

- We are now;

  - Reviewing supporting documents at the start of the application process. Incomplete, inaccurate, or irrelevant applications are rejected and returned, improving the experience for providers.

  - Piloting the same process for applications for oral health, independent ambulances, online providers and learning disability and autism.

  - Modernising and updating forms to ensure they are more streamlined and user friendly based on your feedback.

  - Updating our external facing website directing applicants to the right information.

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Reviewing our assessment framework

Over the last year we have engaged colleagues, providers, stakeholders and the public to inform development of improvement proposals.

The proposals were across two areas of focus:

- developing our frameworks and guidance for assessing providers

- changing our methods for inspecting, assessing and awarding ratings to health and care services

Our consultation, *Better regulation, better care*, received over 1,700 responses, which we will use to refine our approach over the next few months.

Inspection and technology

- We have streamlined our processes internally to help our staff carry out more inspections at a quicker pace, with an increase in support and training.

- Longer term improvements to our assessment approach and technology are underway:

  - Strong digital transformation and change leadership to deliver recommendations made in the independent review we commissioned

  - Ensuring the process is manageable and effective

  - Linking improvements in technology to other ongoing foundational improvements

- There will be opportunities to get involved in co-designing our new technology and data systems.

Looking ahead - a clear, sequenced improvement plan

Feedback

Test

Codesign

Relationship approach

Publish

Strengthen

- Responding to feedback from our public consultation

- Continuing conversations to hear how we can support ongoing improvements of our regulatory framework

- Testing new methodology and technology to support the new assessment frameworks

- Co-designing new digital and technology systems to support our whole regulatory process, including improving the provider portal and digitising our registration process

- Setting out a clear and consistent approach for managing relationships between CQC and providers

- Publishing and implementing new assessment frameworks

- Continuing to strengthen our registration processes

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Leadership and Expertise

Prof Sir Mike Richards, Chair

Dr Arun Chopra, *Interim* Chief Executive

Dr Toli Onon, Chief Inspector of Hospitals

Chris Dzikiti, *Interim* Chief Inspector of Mental Health

Prof Bola Owolabi, Chief Inspector of Primary and Community Care

Chris Badger, Chief Inspector of ASC and Integrated Care

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Chris Badger

Chris Badger has been appointed as our new Chief Inspector of Adult Social Care and Integrated Care.
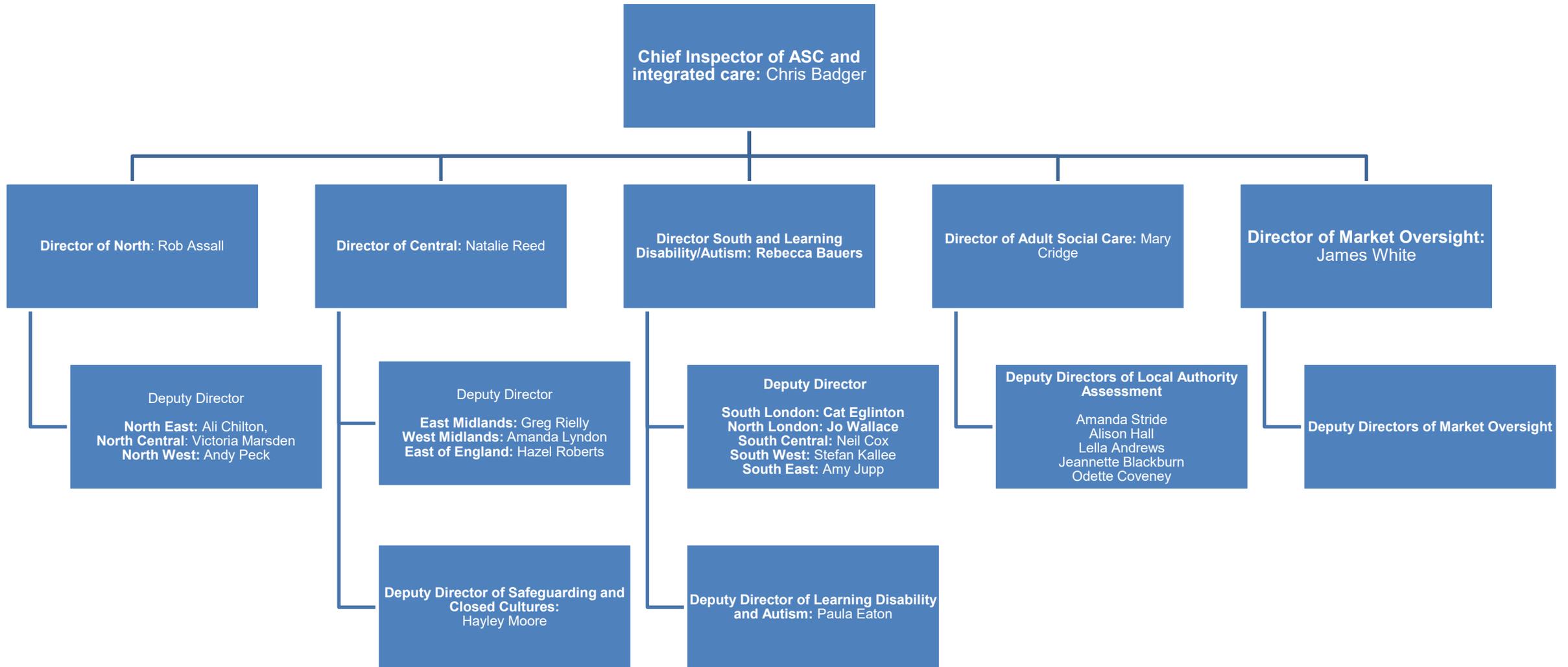
Chris joins CQC having been Director of Adult Care Services at Hertfordshire County Council.

Chris has spent 15 years working across roles in adult social care, and has shown clear commitment to improving the care provided to people who use and rely on adult social care services.

As Chief Inspector of Adult Social Care and Integrated Care, Chris will lead on CQC's regulation of services which provide care to older people and adults with complex care needs. Chris will also have oversight of CQC's role in assessing how local authorities meet their duties to provide adult social care and support for people in their area under Part 1 of the Care Act (2014).

Regional specialist Adult Care Teams

Chief Inspector of ASC and integrated care: Chris Badger

Director of North: Rob Assall

Deputy Director

North East: Ali Chilton,
North Central: Victoria Marsden
North West: Andy Peck

Director of Central: Natalie Reed

Deputy Director

East Midlands: Greg Rielly
West Midlands: Amanda Lyndon
East of England: Hazel Roberts

Deputy Director of Safeguarding and Closed Cultures:
Hayley Moore

Director South and Learning Disability/Autism: Rebecca Bauers

Deputy Director

South London: Cat Eglinton
North London: Jo Wallace
South Central: Neil Cox
South West: Stefan Kallee
South East: Amy Jupp

Deputy Director of Learning Disability and Autism: Paula Eaton

Director of Adult Social Care: Mary Cridge

Deputy Directors of Local Authority Assessment

Amanda Stride
Alison Hall
Lella Andrews
Jeannette Blackburn
Odette Coveney

Director of Market Oversight: James White

Deputy Directors of Market Oversight

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CQC structure – ASC London

- Chief Inspector of Adult Social Care - Chris Badger

- Director (for people with a learning disability and autistic people) and Adult Social Care South Region Operations (London and South) - Rebecca Bauers

- ASC South Deputy Directors
    - North London – Jo Wallace
    - South London and Kent – Cat Eglinton
    - South East – Amy Jupp
    - South Central – Neil Cox
    - South West – Stefan Kallee

- Deputy Director Local Authority Assessment (London and SE) – Lella Andrews (London) & Amanda Stride (South)

Assessment priorities

New priorities will help us respond to the backlog of assessments and ensure our approach is clear and consistent. Priorities are as follows:

- Services with urgent, emerging risks identified by inspection teams.
- Services identified by our intelligence as very high risk, which have never been assessed.
- Other services flagged as very high risk.
- Services registered for over a year that have not yet been assessed or inspected.
- Services with older ratings, to keep ratings current and reliable.

ASC Assessment data

% of ASC Portfolio with Assessment Activity	% of 'Comprehensive' Assessments	Avg. Quality Statements per Assessment	Avg. Quality Statements per Assessment (excluding comprehensive)	Time to Complete Assessments in Working Days (median YTD)
6.3%	49.2%	23.8	14.4	37

Cumulative ASC Assessments Against Target
Since April 2025

Target (Cumulative) — — —   Actual (Cumulative) ———

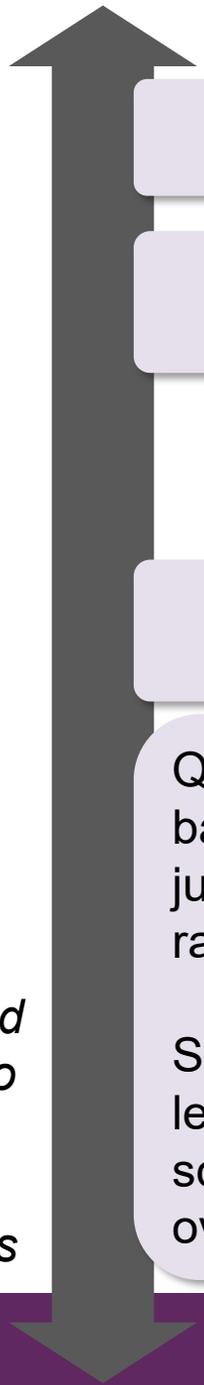# Assessment ratings
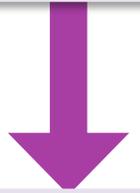
ASC Assessment Plan Ratings (Overall)
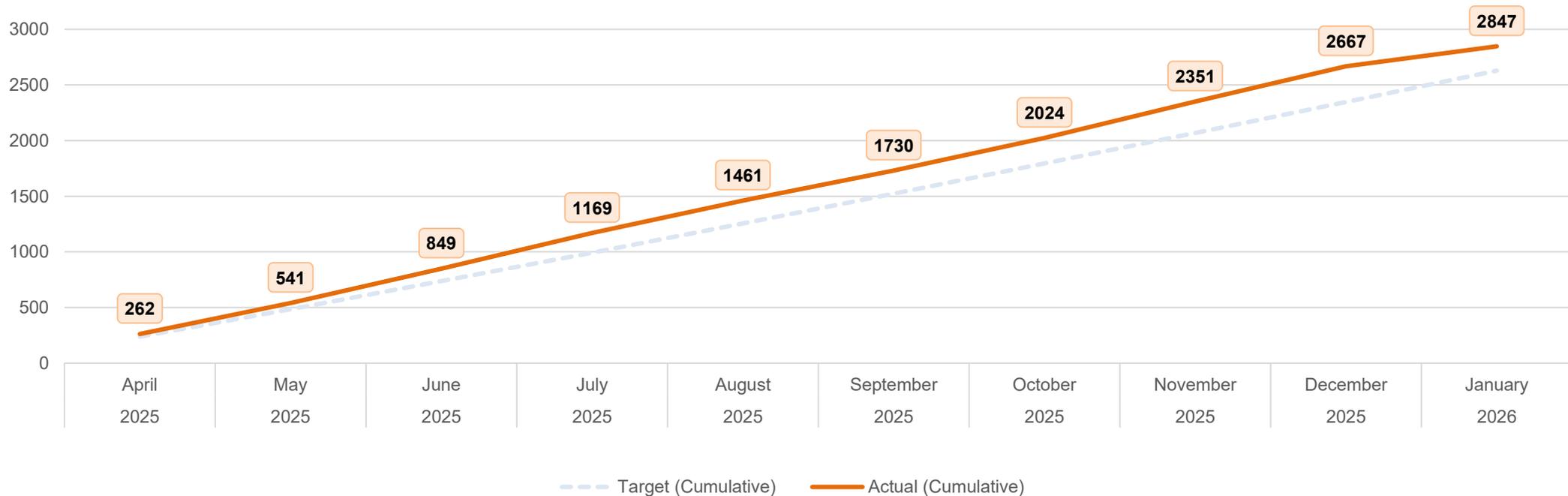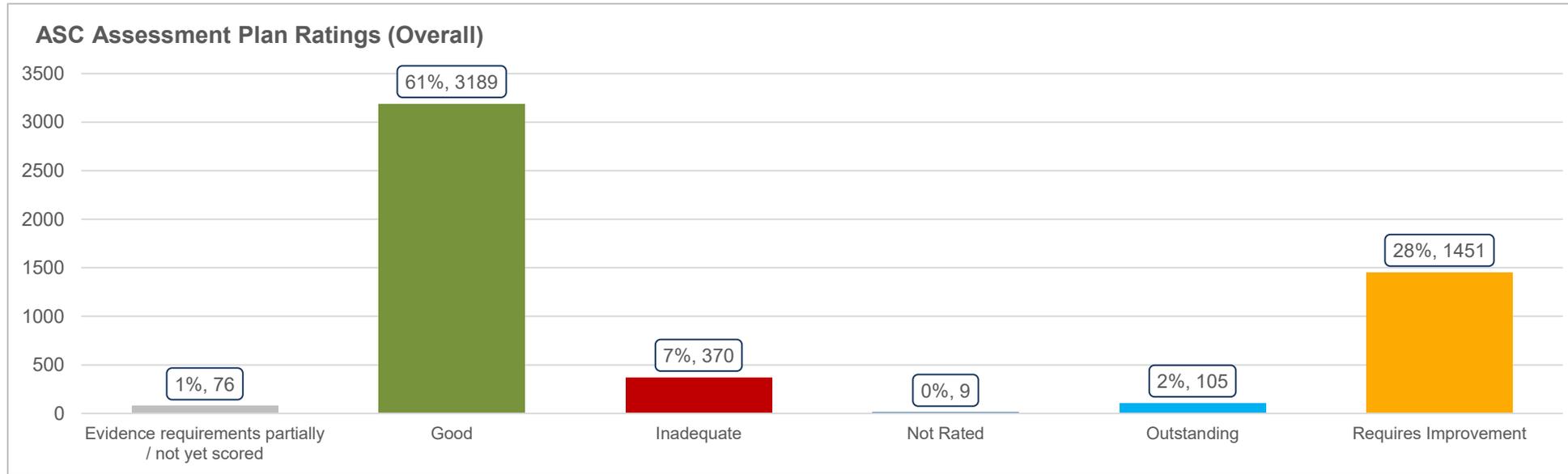
Assessment Service Group	Evidence requirements partially / not yet scored	Good	Inadequate	Not Rated	Outstanding	Requires Improvement	Total
Care Homes	42 (1.2%)	1968 (57.7%)	268 (7.9%)	6 (0.2%)	57 (1.7%)	1069 (31.3%)	**3410**
Homecare	31 (2.1%)	1028 (68.1%)	86 (5.7%)	3 (0.2%)	40 (2.7%)	321 (21.3%)	**1509**
Shared Lives	(0%)	5 (100%)	(0%)	(0%)	(0%)	(0%)	**5**
Supported Living	3 (1.1%)	188 (68.1%)	16 (5.8%)	(0%)	8 (2.9%)	61 (22.1%)	**276**
Total	**76 (1.5%)**	**3189 (61.3%)**	**370 (7.1%)**	**9 (0.2%)**	**105 (2%)**	**1451 (27.9%)**	**5200**

Local Authority Assurance

Emerging proposals – a visual

Checks and balances to ensure consistent judgements

Annual Self Assessment for every local authority

CQC Assurance meeting with every local authority

Comprehensive assessment

Quality statement ratings based on professional judgement, supported by ratings characteristics.

Score at quality statement level. Quality statement scores aggregated to give overall score and rating.

Focused assessment

Assessment scope limited to specific areas/certain quality statements. May involve a site visit.

Doesn't change overall rating.

Independent voice thematic assessment

Theme across some LAs to inform independent voice publication. May or may not involve a site visit.

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Current situation

We have submitted our plans for post baselining to DHSC

These need to be approved by the Secretary of State

We have a number of workstreams to look at aspects of the process

How can we support social care in London together?

System pressures/barriers

- Supporting new homecare services to operate to enable them to be rated

- System pressures and re-rating

- Supporting innovation and balancing risk

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Questions?

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