



Care Quality Commission (CQC) assessment of Hackney ASC

Presented to Health in Hackney March 2026

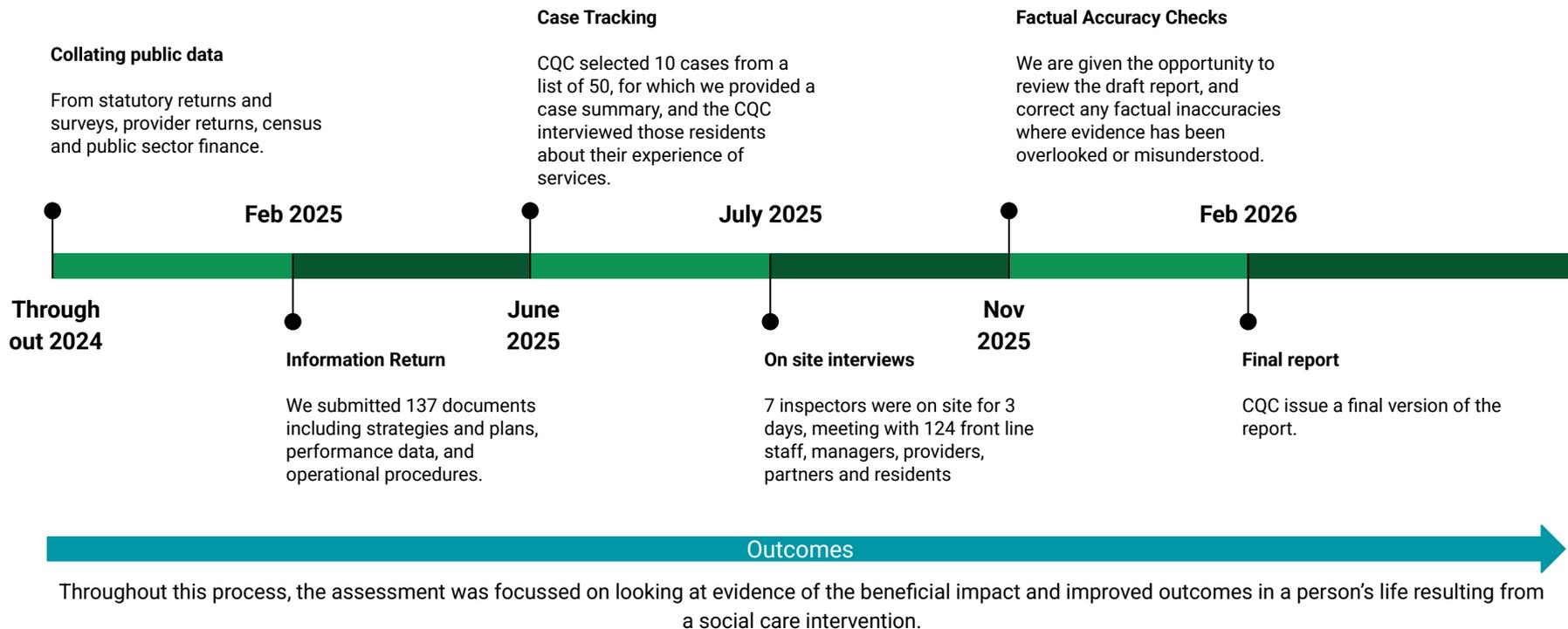
Reminder... What do the CQC assess?

CQC's local authority assessment framework is intended to identify how well Hackney as a local authority (not just the ASC department) are meeting their duties under Part 1 of the Care Act.

It is expressed as nine quality statements mapped across **four overall themes**.

Themes	Focus of quality statements
1. Working with people	assessing needs, care planning and reviews, direct payments, charging, supporting people to live healthier lives, prevention, wellbeing, information, and advice
2. Providing support	market shaping, commissioning, workforce capacity and capability, integration, and partnership working
3. Ensuring safety	safeguarding enquiries, reviews, Safeguarding Adults Boards, safe systems, pathways, and continuity of care
4. Leadership	culture, strategic planning, learning, improvement, innovation, governance, management, and sustainability

The assessment process



Our score in summary



Of the 22 London Authorities with results published as of Jan 2026;

Outstanding	3 (14%)
Good	12 (55%)
Requires Improvement	7 (32%)

Quality statement scores

Working with people

Assessing needs Score: 2 

Supporting people to lead healthier lives Score: 2 

Equity in experience and outcomes Score: 3 

Providing Support

Care provision, integration and continuity Score: 2 

Partnerships and communities Score: 3 

Ensuring Safety

Safe pathways, systems and transitions Score: 2 

Safeguarding Score: 2 

Leadership

Governance, management and sustainability Score: 3 

Learning, improvement and innovation Score: 3 

Our strengths overall

- Strengths-based and person-centred practice
- Supporting people's independence
- Anti-racist culture and tailored / culturally appropriate social work
- Leadership, transparency and accountability
- Focus on continuous improvement
- Quality advice and guidance to support non-eligible needs, mitigate delays in assessments
- Positive relationships with providers and partners

“People reported that they had good experiences of assessment by social care teams at Hackney Council, and they felt listened to. Assessments considered people’s views, what they wanted to achieve, and the communities to which they belonged.”

Working with people

Assessing needs

Supporting people to live healthier lives

Equity in experience and outcomes

Assessing Needs

Strengths

- Strengths-based and person-centred assessment and care planning, including impact of new ways of working from TOP
- Management oversight and support in early MDTs and QAM
- Robust triage and duty arrangements
- Strength of collaborative working with health - particularly in ILDS / MH / IDS
- Our ASC Practice Framework and staff competence around Care Act, Human Rights and Mental Capacity legislation
- Co-production of carers strategy, and implementation of new support provider, and annual respite approach
- Advice and support for those with non-eligible needs, and those with NRPF

Development areas

- Delays in assessments / reviews, due to capacity in teams being focussed on those at a crisis point
- Experience of carers, and breadth of provision for carers - particularly delays to assessments, and lack of respite.

Working with people

Assessing needs

Supporting people to live healthier lives

Equity in experience and outcomes

Supporting people to live healthier lives, & Equity in experience and outcomes

Strengths

- Focus on transforming preventative services; adaptations, re-ablement, new ways of working at the front door, homecare recommissioning
- Co-production, delivery and oversight of ASC three-year plan, with evidence of it improving outcomes for people
- Access to specialist advice teams - e.g. community connectors in MH, “Here to help”, and Engage Hackney.
- Equity and anti-racism embedded at every level, with varied examples praised of understanding need at a strategic, operational and individual level, and working with communities and individuals to tailor services
- Clear action plan for Workplace Race Equality Standards

Development areas

- Strategic connections between Council and neighbourhoods approach could be strengthened
- Re-ablement approach could benefit more people
- Delays in delivering adaptations and specialist equipment
- Gaps in OT / equipment reviews
- Website inhibits ability to self-serve to access information
- Low uptake of direct payments

Providing Support

Care provision,
integration and continuity

Partnerships and
communities

Strengths

- Housing with Care needs assessment, ambitious capital programme, and move towards residential and supported living commissioning framework
- Clear Market Position Statement and open and effective relationships with providers
- Successful implementation of improvements such as the provider portal, use of care cubed, and development of commissioning review team
- Robust quality assurance and provider concerns activity
- Strong strategic and operational partnership working arrangements with health and VCS partners, praising examples from governance and oversight from Health and Care board, to operational integrated teams with ELFT and Homerton, and support services such as the population health hub

Development areas

- Currently no JSNA for Adult Social care, and many strategies lack clear commissioning outcomes
- Need to continue to reduce reliance on spot purchasing
- Inconsistent application of co-production across commissioning activity
- Need to continue strategies to reduce high rates of out of borough placements for accommodation-based care - particularly for those with LD
- Workforce strategies needed to address specific challenges within the care provider workforce

Ensuring Safety

Safe systems, pathways
and transitions

Safeguarding

Strengths

- Identification and proactive management of risk at an individual level, and access to structures such as high-risk panels to support this
- Practice & Performance meetings as a forum for oversight of continuous improvement
- Strong pathways in place in some areas, such as hospital discharge (acute and MH), including mechanisms for feedback and continuous improvement
- Stable safeguarding partnership and SAB
- Competent safeguarding knowledge, skills, and practice within ASC, with adequate oversight and development, and good application of Making Safeguarding Personal

Development areas

- Implementation of planned improvements to preparing for Adulthood pathway
- Enhanced consideration of contingency planning to reduce crisis interventions
- Delivery of planned changes to safeguarding processes and continued improvements in joint working between health and provider partners

Leadership

Governance,
management and
sustainability

Learning,
improvement and
innovation

Strengths

- Clear and effective governance, management and accountability arrangements at all levels - particularly through QAM, and Practice & Performance meetings
- Stable ASC leadership team seen by staff as “visible, capable and compassionate”
- Strong political support and effective scrutiny arrangements, with transparent approach to discussing challenges and performance
- Approach to strategic planning, and direct link to delivery and oversight of transformation, both within ASC and in partnership with ELFT for Mental Health
- Clear workforce development plan, supported by comprehensive learning and development offer
- Staff have regular supervision and feel managers are supportive
- Evidence that there are a range of mechanisms to seek feedback from residents, and that this informs learning and improvement activity
- Culture of open communication and reflection when things go wrong, with mechanisms in place to learn from external scrutiny and sector-led improvement activity

Development areas

- Expansion of co-production activity

What does our rating mean for future assessments?

The CQC has almost finished assessing all 153 local authorities in England to baseline how well they are meeting their duties under Part 1 of the Care Act. They are now beginning to explore options for their future approach to local authority assessments, and it is unclear whether assessments will be carried out in the same way in future.

Under the current proposals (Feb 2025), councils with a “Requires Improvement” or “Inadequate” rating will be re-inspected within 3 years, while those with a “Good” or “Outstanding” rating will be re-inspected after 4 years.

What are we doing about the recommendations?

Reassuringly, the CQC assessment has re-confirmed what we have already identified, and much of the work we need to do is already in our 3 year plan and transformation programme. Some of the things we are already doing, or plan to do in relation to our development areas include;

- **Waiting lists and demand management** - better understanding demand and piloting interventions, in partnership with health
- **Website improvements** - improving access to the right advice and guidance and developing new forms to request support.
- **Improving the experience of Carers** - plan to deliver more accessible information via website improvements, and do more contingency planning, including increasing uptake of annual respite
- **Development of Direct Payments** - project underway, with larger Personal Assistants (PA) market
- **Market and contract management** - our framework contract for all supported living and residential care, and our e-brokerage platform went live on 2nd Feb. We've begun piloting community reablement which will inform the wider homecare tender later this year
- **Co-production** - we have recruited a Co-production & Engagement Officer to develop tools and guidance, and embed co-production approaches more consistently across the ASC workforce
- **Safeguarding** - we've planning further changes to safeguarding processes and are continuing to deliver improvements in joint working between health and provider partners

Oversight & Assurance of Recommendations

All the development areas highlighted by the CQC will feed in to development of our next 5 year ASC strategy.

We'll be developing an improvement board with corporate support, which will enable oversight of actions from this inspection, our existing transformation and continued focus on our financial position.