

**Trust Board of Directors
Report Summary**

Date of Meeting: 5 March 2026	
Title of Document: Care Quality Commission – Well-led inspection update	
To be presented by: Catherine Morgan, Chief Nurse	Author: Anthony May Associate Director of Governance, Risk and Compliance
1. Status: For assurance	
2. Purpose: This report provides the written summary of the verbal feedback received from the CQC following their well-led inspection of the Trust during November 2025. The full formal report is expected in due course.	
Relates to:	
Strategic Objective	All
Operational performance	Achieving the fundamental standards of care will support meeting operation performance standards
Quality and equality impact	
Legal/Regulatory/Audit	CQC is the independent regulator of health and adult social care in England. Providers of regulated care services are required to meet a set of regulations including the fundamental standards of care (below which care standards must never fall). CQC Regulations 8, 9, 10, 12 13, 14, 16, 17, 18, 20
Finance	To be assessed
Governance	
NHS policy/public consultation	Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
Accreditation/inspection	CQC regulatory framework for assessment includes assessment of services against quality statements through on-site assessments and gathering of evidence
Anchor institutions	
ICS/ICB/Alliance	
Board Assurance Framework (BAF) Risk	BAF4 - Quality assurance mechanisms regarding the quality and safety of patient services BAF5 - Workforce – recruitment and retention
Other	

3. Summary:

An announced (planned) CQC Well-led inspection of the Trust took place during November, including a three-day on-site visit from 25 to 27 November 2025.

This inspection focused on leadership, culture, governance, and continuous improvement. It's one of the CQC's five key questions: "Is the organisation well-led?"

Key areas of assessment

The inspection assessed the Trust against eight quality statements:

- **Shared direction and culture**
We have a shared vision, strategy and culture. This is based on transparency, equity, equality and human rights, diversity and inclusion, engagement, and understanding challenges and the needs of people and our communities in order to meet these.
- **Capable, compassionate and inclusive leaders**
We have inclusive leaders at all levels who understand the context in which we deliver care, treatment and support and embody the culture and values of their workforce and organisation. They have the skills, knowledge, experience and credibility to lead effectively. They do so with integrity, openness and honesty.
- **Freedom to speaking up**
We foster a positive culture where people feel that they can speak up and that their voice will be heard.
- **Workforce equality, diversity and inclusion**
We value diversity in our workforce. We work towards an inclusive and fair culture by improving equality and equity for people who work for us.
- **Governance, management and sustainability**
We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.
- **Partnerships and communities**
We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement.
- **Learning, improvement and innovation**
We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research
- **Environmental sustainability – sustainable development**
We understand any negative impact of our activities on the environment and we strive to make a positive contribution in reducing it and support people to do the same.

The overview of feedback is provided at appendix 1, and enables consideration of actions in advance of the full draft report.

4. Recommendations / Actions

The Board is invited to note the written summary of the verbal feedback received in relation to the CQC Well-led inspection.