

Jersey Care
Commission



2022

Annual Report

R.98/2023

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Providing independent assurance, promoting best practice and improving health and social care outcomes for the people of Jersey.



Foreword

This report provides an overview of the work of the Jersey Care Commission (the Commission) for 2022. As you read the report you will see what the Commission has been doing and the impact its work is having on health and social care provision in Jersey.

The Commission was established by the Regulation of Care (Jersey) Law 2014 as an independent, arm's-length body with perpetual succession. It came into being in 2019. This means the Commission is independent of Government, Ministers and elected representatives. The Commission is, however, accountable to the Government of Jersey through the Minister for the Environment.

Our Commissioners comprise people with lived experience of using health and social care services and also experienced professionals who have spent many years working in the front line and in senior managerial positions delivering health and social care in other jurisdictions. Through their collective and corporate experiences, they have acquired a robust understanding of what good looks like at all levels within health and social care organisations.

The Government of Jersey is fully committed to the concept of independent regulation, as evidenced by the extension of the Commission's remit to include ten services new to regulation, for children and young people. In 2022 the Commission developed ten sets of Standards to accompany the Regulations. The services included are described in the Regulation of Care Standards and Requirements (Jersey) (Amendment) Regulations 2022 and are referenced in the main body of this report. The Standards are accessible on the Commission's website.

A highlight of the year was an engagement event with representatives of regulated services held in the Town Hall, St Helier. This event, in May 2022, was an opportunity for Commissioners to meet with directors and managers of care providers, following two years of lock down and social distancing. We heard from delegates about the challenges of working through Covid. We were impressed by the level of dedication shown by people caring for the most vulnerable through that difficult and challenging period. We also heard from delegates about what it's like being on the receiving end of care inspections, including what works well and what can be improved.

Throughout the year, the Board met with people at the highest levels of Government, including Deputy Jonathon Renouf, Minister for the Environment, and Suzanne Wylie, Chief Executive for the Government of Jersey and Head of Public Services. These sessions were informative. The Board valued engaging directly with those who set the political agenda and who have oversight of policy and service delivery.

The Commission, along with other arm's-length organisations, was the subject of independent scrutiny by the Comptroller and Auditor General.

Two reports, published in the latter part of 2022, focused on governance of arm's-length organisations and on annual reporting. Both reports mentioned the Commission. We are committed to learning from the findings and recommendations to improve our governance framework, so that it can continue to stand up to independent scrutiny.

As part of our internal review of governance we revised and updated our Framework Agreement. This agreement with the Government of Jersey underpins the Commission's independence of thought and action and is an important pillar of our accountability and governance framework.

The Board met on six occasions in 2022. The agendas and minutes are published on the Commission's website. Four meetings were held in Jersey. In addition to the formal Board meetings, Commissioners participated in two workshops, provided support to the Regulation Team and worked in conjunction with independent experts in quality assuring the new care Standards.

Becky Sherrington took up the job of Chief Inspector in January 2022. Becky is now well established in her role. There were no changes to the profile or membership of the Commission Board in 2022.

Independent regulation is an important driver of quality improvement. As we look forward, I am confident that we will develop our regulatory systems and process further, enabling us to challenge poor performance, promote best practice and to support the delivery of safe and high-quality health and social care provision to the people of Jersey.



Glenn Houston

Chair of the Jersey Care Commission



Our 2022

HIGHLIGHTS



Developed, consulted on, and rolled out

10 New

Standards for Children's Social Care



Began preparing for the inspection of

10 Services

new to regulation and inspection



Worked with the

Assisted Dying Policy Team

to ensure we have our say on how the island's proposed assisted dying service is to be regulated



Issued

Two Improvement Notices

to regulated activities



Developed

Partnerships

with UK Regulators and Professional Bodies



Implemented a new

Communications Plan



Restructured

the Senior Management Team to provide greater support and focus operationally, and in corporate and business services



Commenced work on delivering an

Automated Digital System

for professionals to be registered



Prepared for and undertook

106 Inspections

and published resulting reports



Commissioned the First Ever Survey

working with the Picker Institute, into patient experience of hospital and mental health services



Website Update

making it easier for care providers and the public to navigate



Undertook a Quality Assurance Survey

of providers following inspections



Undertook a Thematic Review

of good practice across all the inspections carried out in 2022



Following feedback from a range of providers, published a paper

setting out a number of risks and challenges in the social care sector



Hosted a Health and Social Care Sector

Engagement Event

for registered providers





About the Jersey Care Commission



The Commission was established by the Regulation of Care (Jersey) Law 2014. The Law sets out our functions, powers and duties, along with detailed provisions about the Commission's appointment, resources, and funding.

A Board of Commissioners oversees the work of the Commission. The Commissioners appoint officers to carry out the duties of the Commission. The executive team currently consists of a Chief Inspector, Deputy Chief Inspector, a team of Regulation Officers and a dedicated corporate and administrative support function. Where particular expertise is required, the Commission engages independent contractors to deliver specific projects.



OUR VISION

Providing independent assurance, promoting best practice and improving health and social care outcomes for the people of Jersey.



OUR PURPOSE

We were appointed as a Health and Social Care Commission to:

- provide the people of Jersey with independent assurance about the quality, safety and effectiveness of their health and social care services
- promote and support best practice in the delivery of health and social care by setting high standards and challenging poor performance
- work with service users, families and carers to improve their experiences of health and social care and to achieve better outcomes
- register a range of health and social care professionals and take steps to assure ourselves and the people of Jersey that all registered professionals are fit to practise



OUR VALUES

- **A person-centred approach**
we put the needs and the voices of people using health and social care services at the heart of everything we do
- **Integrity**
we are objective and impartial in our dealings with people and organisations
- **Openness and accountability**
we act fairly and transparently and are responsible for our actions
- **Efficiency and excellence**
we strive to continually improve and provide the best possible quality and value from our work
- **Engagement**
we work together with, and seek the views of, those using, providing, funding and planning health and social care services in developing all aspects of our work



WHAT WE DO

We regulate and inspect services for adults and children to ensure that people receive high quality, safe, and effective care.

The services we regulate include care homes providing nursing and personal care, care provided to people in their own homes, adult day care services, and residential and other services for children and young people.

We are also responsible for:

- registering health and social care professionals
- protecting the public from infection risks by regulating piercing and tattooing businesses
- registering and inspecting premises which use lasers for cosmetic purposes
- registering and inspecting Yellow Fever Centres

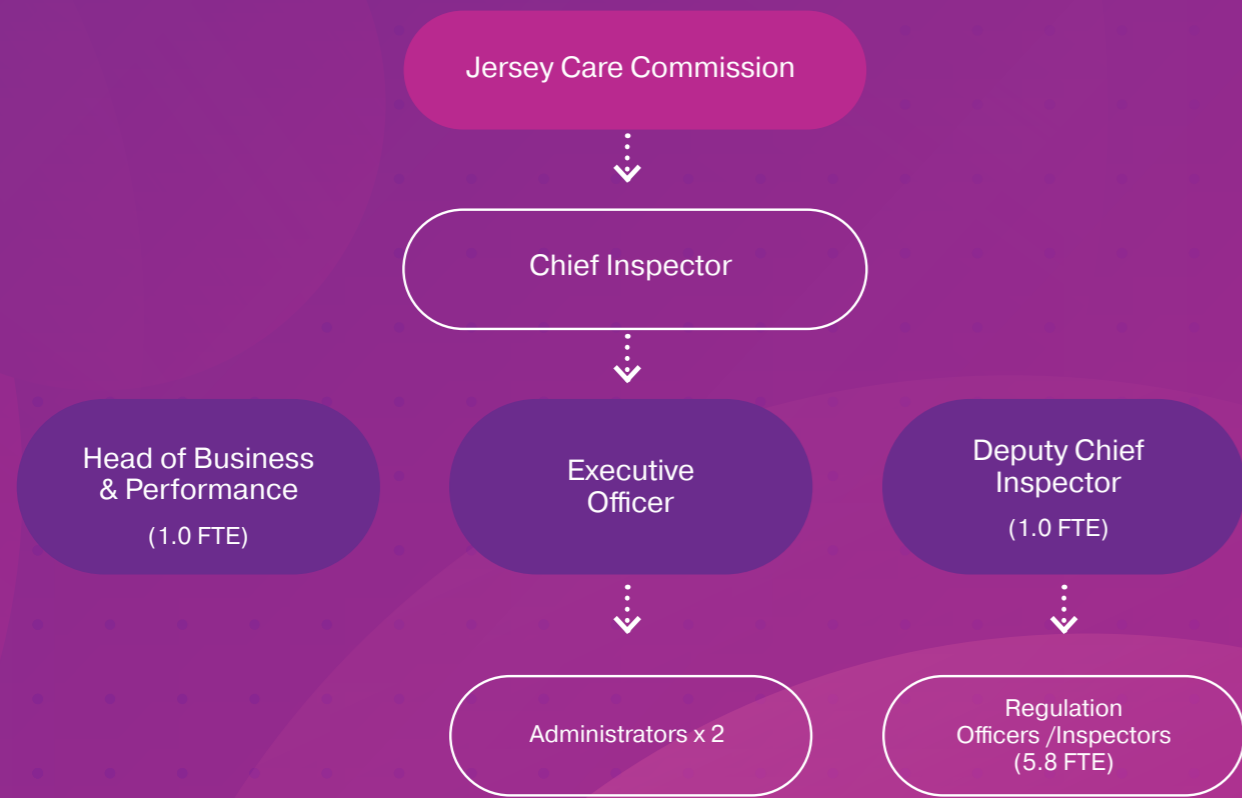


HOW WE WORK

We adopt "Right-touch" regulation principles outlined by the UK's Professional Standards Authority. These state that regulation should aim to be:

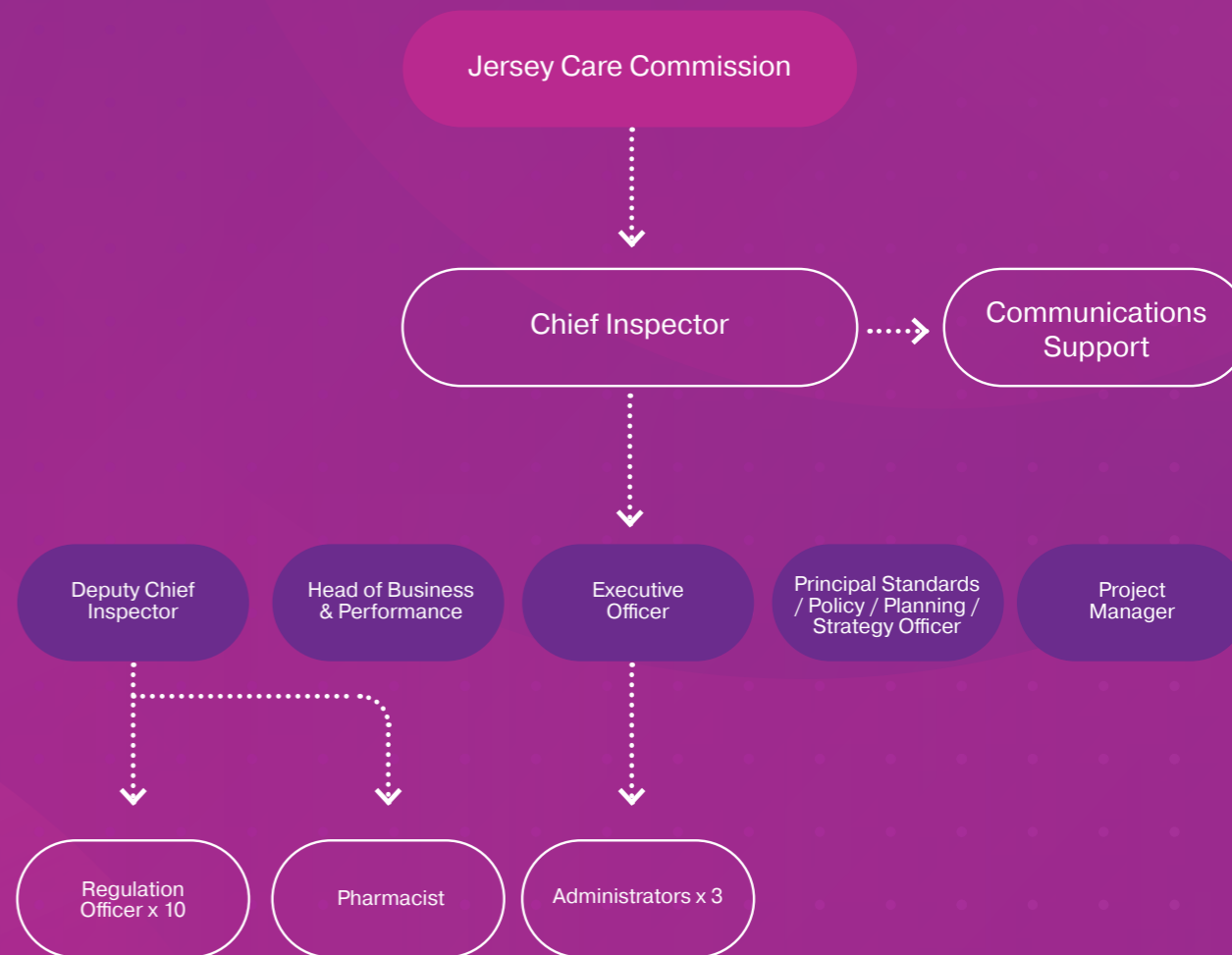
- **Proportionate:** regulators should only intervene when necessary. Remedies should be appropriate to the risk posed, and costs identified and minimised
- **Consistent:** rules and standards must be joined up and implemented fairly
- **Targeted:** regulation should be focused on the problem and minimise side effects
- **Transparent:** regulators should be open and keep regulations simple and user friendly
- **Accountable:** regulators must be able to justify decisions and be subject to public scrutiny
- **Agile:** regulation must look forward and be able to adapt to and anticipate change

2022 Structure



Planned 2023 Structure

Following changes agreed in 2022



Performance Report



How we support the Government of Jersey's objectives

Although an independent organisation with 55% of funding coming from fees, 45% of the Commission's funding comes from government. As such the Commission considers its role in helping the government deliver its wider objectives, as set out in the Jersey Performance Framework which focuses on sustainable wellbeing.



Sustainable wellbeing is a way of measuring the progress of a society. It is a holistic concept and uses different tools to measure how well society is doing across the key areas contributing to human wellbeing. The Government of Jersey focuses on three key areas.

- **Community wellbeing** - the quality of people's lives
- **Environmental wellbeing** – the quality of the natural world around us
- **Economic wellbeing** – how well the economy is performing

- a. people are provided with independent assurance about the quality, safety and effectiveness of island services via the Commission
- b. all providers deliver high standards of care and, where care is poor, this is readily identified in order that services can be supported to improve, or are subject to appropriate interventions
- c. there is public confidence in the Commission that it is seen as effective, relevant and provides value for money.

The Commission directly contributes to community wellbeing, and the Government has set out specific objectives for the work of the Commission.





Chief Inspector's Report



I want to begin by offering a sincere thank you to all care providers. I have used the Annual Report as an opportunity to demonstrate that, despite the many challenges facing providers, we have witnessed and reported on excellent care in all sectors during 2022.

It would be impossible in this report to describe every aspect of what the Commission has achieved, as it has been a year of significant change. We have:



developed, consulted on and rolled out **ten** new Standards



conducted **106** inspections



begun preparing for the inspection of **ten services** new to regulation and inspection



commenced work on delivering a **digital and automated system** for professionals to be registered



updated and refreshed our website, making navigating easier for care providers and the public



welcomed the opportunity to work with the **Assisted Dying policy team** to ensure we have our say on how the island's assisted dying service is developed and regulated.

As we go forward, the requirement for the Commission to adapt and change will continue. We will begin inspecting children's social care services that are new to regulation, and planning for the regulation of acute care, hospital, ambulance, and mental health services. The past year has demonstrated that we can adapt to change.

Our inspection process of regulated activities continues to provide the people of Jersey with independent assurance about the quality, safety and effectiveness of the health and social care services. Our commitment is to maintain an effective regulatory regime while working collaboratively with regulated services in driving up standards of care across Jersey. I was pleased to see that the results from our feedback survey show high satisfaction levels.

The impact of our inspections has improved outcomes for islanders receiving care. Throughout 2022 we challenged providers whose practices fell short of the Standards. As a proportionate regulator, we only intervene when necessary and remedies are appropriate to the risks. As a result, in 2022 we issued two Improvement Notices to care providers whose practices fell short of the Standards. In 2023 we will continue to work with services to ensure that efforts are sustained to maintain and drive-up standards of care.

We have developed partnerships to build upon our solid foundations as a growing and confident inspectorate, working with expert advisors to create new Standards. We have begun to forge relationships with professional regulatory bodies such as the Nursing and Midwifery Council (NMC) and systems regulators such as the Care Quality Commission (CQC). We intend to grow and develop partnerships with similar regulatory bodies, nationally and internationally, throughout 2023.

As an independent regulator, it is essential that we also listen to people who contact us and investigate any concerns brought to our attention. Throughout 2022 we heard from social care providers about concerns regarding demand and capacity and the impact low staffing levels were

"As an independent regulator, it is essential that we also listen to people who contact us and investigate any concerns brought to our attention."

having. As a result, we published a high-profile review paper, which led to a Ministerial Response.

Working in partnership with the Picker Institute, we also led the island's first-ever published independent study of the quality of health and care services from the perspective of patients and service users. The contributions made by those who completed the survey provided a unique insight and valuable understanding of the quality of the care currently provided by the Department of Health and Community Services. The published results will help the Commission prepare for future inspections.

Through our commitment to being accessible, we held several engagement events, including a sector-wide event in May 2022. We have reviewed our Communications strategy and will continue to raise our profile through targeted public engagements.

Finally, this year we restructured and recruited into our team from a range of professional backgrounds. We welcomed Mark Silver, Head of Business and Performance, and three new Regulation Officers, Jane Long, Andrew Kean and Tracey Fallon, who are all qualified, experienced and highly motivated professionals.

Supporting and developing our workforce is hugely important, and we were pleased that our staff survey results showed that we had elevated levels of employee engagement. I am enormously grateful to the team for their professionalism, commitment, and determination to give their best in a year of rapid change.

Going forward, I am committed to developing and delivering an outstanding regulatory team equipped to adapt to the regulatory challenges ahead.

Becky Sherrington

Becky Sherrington
Chief Inspector

17 April 2023



Our Strategy



Our Performance Framework shows how well we are performing against our strategic goals. We are developing a comprehensive and effective regulatory infrastructure that protects and promotes the rights of people who use the services we regulate. In 2022 we set this out in our six strategic priorities.

1 Deliver an effective system of regulation and inspection of health and social care services in Jersey

2 Maintain an accurate register of relevant health and social care professionals working in Jersey

3 Raise the profile of the Commission by consulting and engaging with people who use and provide services and other stakeholders in all aspects of our work

4 Improve the Commission's capacity to gather, interpret and respond to information and intelligence regarding regulated activities and registered persons

5 Ensure financial stability for the Commission to deliver its core functions and the extension of those functions to all other health and social care services

6 Engage effectively with representatives of the Government of Jersey to develop robust Regulations and Standards for services new to regulation

Our business objectives cover six areas to enable the Commission to deliver its strategic priorities.



In each area, we set out specific business objectives and Key Performance Indicators (KPIs) to enable the Commission to monitor performance and activity.





Performance Summary



KPI ID	DESCRIPTION	TARGET	OUTCOME
KPI 1	Complete 100% of inspections in respect of regulated activities, as required in law	100%	100%
KPI 2	At least 50% of Inspections to be unannounced	50%	47%
KPI 3	Draft Inspection reports provided within 28 days	80%	84%
KPI 4	Publish reports within 7 days of being finalised	100%	100%
KPI 5	Revisit areas for improvement in subsequent inspections	100%	100%
KPI 6	Number of enforcement and escalation actions taken	-	3
KPI 7	Finalise applications for registration of providers within 4 weeks	100%	100%
KPI 8	Registration of health and social care professionals within 3 days	100%	100%
KPI 9	Renewal of registration of health and social care professionals within 7 days	100%	100%
KPI 10	Registration of Piercing and tattooing practitioners within 3 days and Piercing and tattooing premises and laser premises within 4 weeks	100%	100%
KPI 11	Undertake inspections of Designated Yellow Fever centres	100%	100%

KPI ID	DESCRIPTION	TARGET	OUTCOME
KPI 12	Maintain a record of the number and outcome of consultations	-	1
KPI 13	Consult directly with care receivers, relatives/carers, staff members and external professionals	100%	100%
KPI 14	Undertake post-inspection consultation	10%	33%
KPI 17	Respond to complaints within 3 working days	100%	100%
KPI 18	Managing and Recording number of data breaches	-	3
KPI 19	Record number and outcome of reports about health and social care services requested	100%	100%
KPI 22	The Board of Commissioners will meet at least 6 times per year	6	6
KPI 23	The Board of Commissioners will convene at least 2 workshops	2	2
KPI 24	Board of Commissioners will retain oversight of strategic and operational risks	-	✓
KPI 25	The Commission will meet with Treasury at least quarterly	-	✓
KPI 27	Provide formal supervision to each of its staff members every 6 weeks	-	✓
KPI 28	Undertake Annual Appraisal with staff members	-	✓
KPI 29	Identify training and development needs as part of Annual Appraisals and formulate structured plans	-	✓

* Some KPIs such as internal measures are not shown in the summary table

Performance Analysis

REGULATION & INSPECTION

Develop a Growth Plan to enable the expansion of a team of skilled and experienced Regulation Officers to deliver an effective regulatory regime for Jersey which supports best practice and drives continuous improvement.

HOW SUCCESSFUL HAS THIS BEEN?

The new Chief Inspector took up the position at the start of 2022. In anticipation of expanding the Commission's remit, we made structural changes to the leadership team, replacing the Head of Governance, Policy and Standards role with two new posts: Deputy Chief Inspector and Head of Business and Performance. These posts provide effective operational and corporate support to the Chief Inspector and recognise the need for more robust governance and performance management as the Commission expands.

We also made significant changes to our operational structure to enable the Commission to deliver its commitments. Our sponsoring department, Strategic Policy, Planning and Performance, approved the plans and submitted them for inclusion within the wider Government Plan, together with bids for changes to our registration database. Our bids for funding for structural changes were approved, enabling the Commission to move forward with its three-year plan.

The growth plan means the Commission will recruit four additional Regulation Officers in 2023, another in 2024, and a Pharmacist Inspector in 2023 to equip the Commission for inspections of medication management, administration, and disposal.

In 2022, two experienced Regulation Officers left the Commission. While losing their knowledge, skills and experience, it has allowed us to recruit replacements with relevant qualifications and experience of working in the health and social care system in Jersey, strengthening the core team's skills and expertise.

As well as developing a workforce plan, the Commission has prepared an associated budget plan to ensure it can deliver its remit. During 2022 negotiations took place with Strategic Policy, Planning and Performance, and Treasury regarding an increase in the baseline budget and an equivalent transfer of resources from the Children, Young People, Education and Skills department. A revised budget was put in place for 2023 and will ensure the Commission has a sound financial baseline going forward.

Finally, given the challenges in drafting additional Standards and revising existing Standards, the Commission will recruit an additional experienced team member with the required skills to lead this work in 2023.

The Commission's induction programme has been reviewed and improved to support all new staff in preparation for the Commission's growth.

WHAT MORE NEEDS TO HAPPEN?

The Commission has made progress in developing the team in preparation for introducing new areas of regulatory activity from 2023 to 2025. This work will need to continue throughout 2023 and 2024.

Alongside plans to increase the scope and range of experience of the team, the Commission has ensured that existing staff members are fully supported in their roles and can access relevant training and development activities. This work will continue, focusing on upskilling staff to take on regulation in new and unfamiliar sectors.

REGULATION & INSPECTION

Maintain an effective system of regulatory oversight by undertaking a planned annual programme of announced and unannounced inspections of all regulated services and activities for adults and children in Jersey with the associated inspection findings published on our website.

HOW SUCCESSFUL HAS THIS BEEN?

The Commission has delivered its annual programme and undertook all scheduled inspections in 2022. In total 106 Inspections were carried out.

All inspection reports met our internal quality assurance standards and were published on the Commission's website.

As part of our continuous improvement journey, the Commission undertook a review of inspections to identify common themes demonstrating good practice. The results are included in Appendix 1 of this report.

When the Commission identifies a service that is not fully or consistently meeting the required Standards, areas for improvement are recorded in the action plan as part of an inspection report. The Regulation Officer sets a timescale to ensure that the provider has sufficient opportunity to make the required changes. Depending upon the type and seriousness of the breach or shortfall, the Commission may undertake further contact, or inspections, to ensure the provider addresses the issues.

Some concerns are serious enough for the Commission to issue a formal Improvement Notice, or to impose additional discretionary conditions. Improvement Notices were issued twice in 2022. Discretionary conditions can also be applied by the Commission, for a variety of reasons, and not only as part of enforcement and escalation.

WHAT MORE NEEDS TO HAPPEN?

The Commission will continue to carry out its planned programme of annual inspections to maintain an effective system of regulation. Additional inspections beyond the scheduled programme will be completed, as and when required. The Commission will face a new task in 2023 as it registers and begins a programme of inspections of ten areas of children's services new to regulation. It has commenced the process of planning and organisation to meet this requirement.

The Commission is also exploring ways to provide increased assurance through inspections, which includes developing methods to measure the effectiveness of inspections and processes to monitor outcomes.



Regulation & Inspection KPIs

KPI 1

The Commission will complete 100% of inspections in respect of each of the following regulated activities, as required in law:

TARGET

100%

OUTCOME

100% ✓

- Care Homes for adults
- Children's Homes
- Home Care services
- Adult Day Care Centres

A total of 106 Inspections were carried out in 2022. This means the Commission met the legal requirement to inspect each regulated activity at least once. Nine of these inspections were concluded in 2023. In total, the Commission undertook 97% of inspections of all regulated activities in 2021.

KPI 2

The Commission will ensure that at least 50% of its inspections are unannounced.

TARGET

50%

OUTCOME

47%

In 2022 47% of Inspections were unannounced. Only the initial visit is unannounced, so that Regulation Officers can speak to relevant staff on subsequent visits.

Note: This KPI only relates to Care Home and not Home Care Services, as it is impracticable to undertake inspections of Home Care Services without notice.

KPI 3

The Commission will ensure that no fewer than 80% of its inspection reports are completed in draft form, within 28 days of an inspection having concluded.

TARGET

80%

OUTCOME

84% ✓

84% of inspection reports were completed in draft and sent to the provider within 28 days of the inspection being completed.



KPI 4

The Commission will publish 100% of its inspection reports within 7 days of them being considered final.

TARGET

100%

OUTCOME

100% ✓



Apply the Regulations and Standards for all regulated activities as a framework to measure the quality, safety and effectiveness of these services.

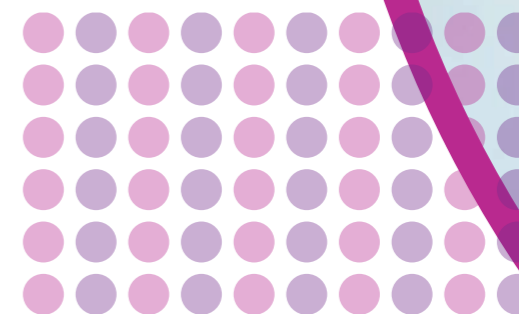
HOW SUCCESSFUL HAS THIS BEEN?

The Commission successfully applied the Regulations and Standards throughout 2022. In most cases, improvements were identified and resolved through the 'Areas for Improvement' section at the end of each inspection report. There were three instances where further escalation and enforcement actions were necessary. Improvement Notices were issued and published on the Commission's website in two cases.

WHAT MORE NEEDS TO HAPPEN?

The main challenge in 2023 is to expand our capacity to cope effectively with the range of services subject to regulation. We have published the Standards for children's social care and are drafting an inspection handbook. The ten new areas of regulatory activity must complete their registration process by the end of June 2023, and support will be available to ensure they can do this.

Once registered, each service will require an inspection within twelve months. We are developing an inspection methodology to ensure that inspections comply with best practice. The Commission will also prepare for the future regulation of additional services, specifically paramedic services, adult mental health and the General Hospital.



Review the effectiveness of the existing Standards, incorporating the views of people who use and provide services.

HOW SUCCESSFUL HAS THIS BEEN?

This objective was deferred in 2022 to enable the Commission to focus instead on the challenge of developing ten new sets of Standards for regulating children’s services. However, we recognise the importance of reviewing the current Standards and are planning to do this in 2023.

WHAT MORE NEEDS TO HAPPEN?

The anticipated employment of a designated officer will provide additional capacity for drafting and reviewing Standards. Whilst the existing Standards will benefit from a review, they remain in place, are fit for purpose, and continue to meet the objectives of the Commission.

Work with Government of Jersey policy leads developing new Regulations and Standards relating to children’s social work, fostering and adoption services and Child and Adolescent Mental Health Services. Ensuring the Commission can absorb any additional developmental work relating to these activities.

HOW SUCCESSFUL HAS THIS BEEN?

This was successfully delivered in 2022. The new Regulations relating to children’s social work and other new areas of regulation were enacted, and the associated Standards were drafted, consulted on, amended and finalised. The Standards are published on the Commission’s website.

WHAT MORE NEEDS TO HAPPEN?

The Commission will continue working with the Government of Jersey policy leads to develop new Regulations and Standards relating to other services over 2023-25.

Hold service providers to account by taking corrective action when they fail to comply with Regulations or to conform to relevant Standards in the delivery of health and social care.

HOW SUCCESSFUL HAS THIS BEEN?

The Commission works positively with providers of services by encouraging improvement and identifying positive solutions where problems and difficulties arise. In most cases where weaknesses in a service’s delivery are identified, these are addressed by recording areas for improvement. These are subsequently reviewed until the improvements are fully implemented, and the Standards are met in full.

WHAT MORE NEEDS TO HAPPEN?

The effectiveness of the Commission’s approach to escalation and enforcement is consistently reviewed to ensure it is used proportionately and preferably as a measure of last resort. The aim is always to provide additional leverage to ensure necessary improvements.

In a small number of cases, where deficits and shortfalls are more severe, or where a provider has not taken adequate steps to address identified areas for improvement, the Commission may issue an Improvement Notice. This happened twice in 2022. The Commission can also apply discretionary conditions to a provider for several reasons, including to address failure to conform to the Standards.

KPI 5

The Commission will revisit areas for improvement in 100% of subsequent inspections.

TARGET

100%

OUTCOME

100% ✓

Part of the Inspection process is to review improvement plans resulting from previous inspections, seeking evidence that the necessary changes have been made and embedded into current practice. A sample of inspections shows that this was achieved in all cases, and it forms part of the quality assurance mechanism before inspections are deemed complete.

KPI 6

The Commission will measure the number of enforcement and escalation actions taken

TARGET

-

OUTCOME

3 ✓

The Commission monitors all enforcement and escalation action. As an indicator this is counted, but it was not deemed appropriate to set any specific targets. Three such actions were undertaken in accordance with the Escalation and Enforcement policy during 2022.



PROFESSIONAL REGISTRATION

Professional Registration KPIs

KPI 7

The Commission will finalise applications for registration (of regulated activity providers) within 4 weeks of receiving a completed application.

TARGET

100%

OUTCOME

100% ✓

The target was met in all applications. Once all required documentation has been provided registration is usually finalised within a few days. As the Commission introduces new IT systems to process registrations, which will enable data to be tracked more effectively, we will consider whether the KPI can be made more challenging.

KPI 8

The Commission will complete 100% of registration applications from health and social care professionals within three days of receiving a completed application.

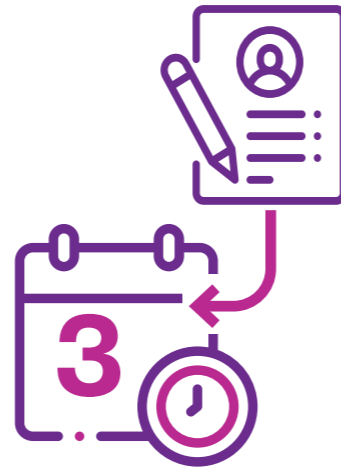
TARGET

100%

OUTCOME

100% ✓

The target was fully met. Once all required documentation has been provided, registration is usually finalised within 24 hours.



KPI 9

The Commission will complete 100% of renewal applications from health and social care professionals within seven days of receiving a completed application.

TARGET

100%

OUTCOME

100% ✓

The target was fully met. Once all required documentation has been provided registration is usually finalised within 24 hours. Most delays occur when a professional is awaiting validation of their registration with their professional regulatory body, but these would not count as completed applications and fall outside the KPI.



KPI 10

The Commission will complete 100% of registration applications from piercing and tattooing practitioners within three days of receiving a completed application. The Commission will complete 100% of registration applications relating to both piercing and tattooing premises and laser premises within four weeks of receiving a completed application.

TARGET

100%

OUTCOME

100% ✓

Registration of practitioners is usually completed within 24 hours of the full application being received.

Registration of premises has a longer timeframe as this requires a visit from a Regulation Officer. Most registrations are completed within two weeks of application. All registrations are completed within the four week target.

KPI 11

The Commission will complete 100% of annual reviews of Designated Yellow Fever centres.

TARGET

100%

OUTCOME

100% ✓

The Commission undertook reviews of all Yellow Fever centres in 2022.





Develop and source funding for the provision of a new IT portal to continue to maintain an accurate public register of all registered health and social care professionals, removing lapsed registrations and ensuring that new registrants can register and renew registrations electronically.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission has prioritised the need to introduce a digital registration process to ensure the Commission is efficient in processing registrations and payments, so that those using the service have the best experience. Although the funding to deliver a new portal was not agreed in the Government Plan, money has been sourced from other budgets to enable this to proceed in 2023.

WHAT MORE NEEDS TO HAPPEN?

Now that funding has been agreed, a Project Manager has been appointed so that the planned changes to systems and processes can be implemented and the new portal can go live. This is a key priority for 2023.

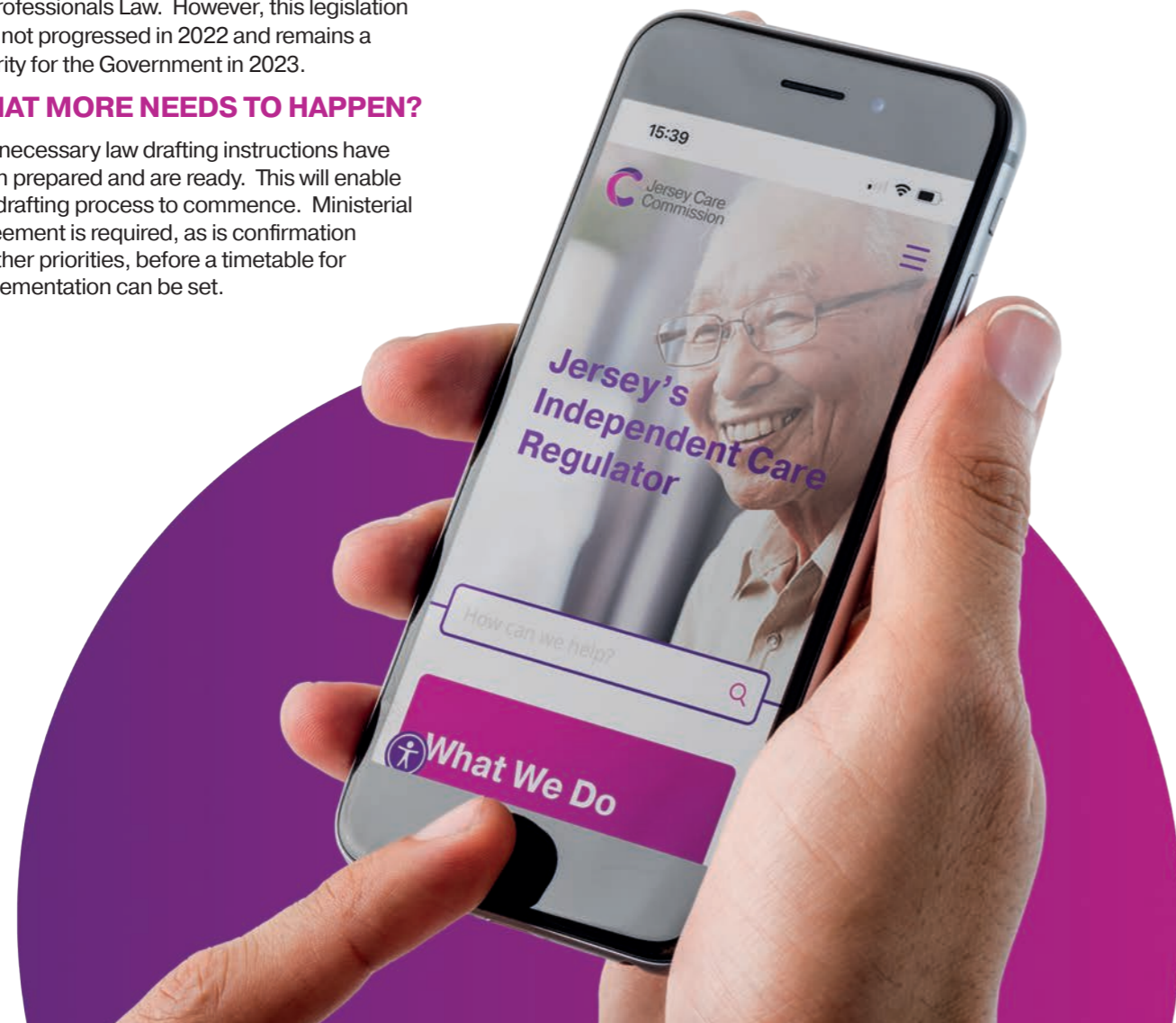
Work with the Government of Jersey Policy Lead to prepare for the implementation of the new Registration of Professionals Law.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission worked with the Government of Jersey to prepare for the new Registration of Professionals Law. However, this legislation was not progressed in 2022 and remains a priority for the Government in 2023.

WHAT MORE NEEDS TO HAPPEN?

The necessary law drafting instructions have been prepared and are ready. This will enable the drafting process to commence. Ministerial agreement is required, as is confirmation of other priorities, before a timetable for implementation can be set.



Ensure Jersey's health and social care workforce is appropriately qualified, registered and fit to practise. Develop the renewals process so that the Commission can establish fitness to practise more effectively.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission maintains the register of professionals, and remains able to register and renew the registrations of health and social care professionals. Our current processes remain primarily manual and require significant improvement. A project is underway to develop the necessary infrastructure to make the process more efficient by enabling health and social care professionals to access an online portal to undertake registration and renewals electronically. This will modernise the process and ensure the Commission can continue to provide assurance that the workforce is appropriately qualified, registered and competent to practise.

WHAT MORE NEEDS TO HAPPEN?

The Commission does not have the necessary statutory authority to carry out fitness to practise investigations, to impose conditions on registration, suspend a registration or to remove a registrant from a professional register. The Commission works with the established UK professional regulatory authorities to ensure the outcome of any fitness to practise enquiries, including any conditions imposed, are reflected appropriately in the Jersey register.

Establish effective links with other UK regulatory bodies which have shared responsibilities for overseeing professional regulation in Jersey, including developing memoranda of understanding.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

Progress continues to be made in this area. Negotiations are progressing with the General Medical Council, Nursing and Midwifery Council, and Social Work England. Draft memoranda of understanding (MOUs) have now been produced and are under discussion.

WHAT MORE NEEDS TO HAPPEN?

Although MOUs exist as drafts and are subject to on-going discussions, these need to be agreed and confirmed with the relevant bodies. The Commission will continue to work with UK professional regulators to ensure the necessary agreements are in place to make sure the outcomes of fitness to practise and complaints investigations are communicated and taken into consideration in maintaining an accurate register in Jersey.

PUBLIC & STAKEHOLDER ENGAGEMENT

Public & Stakeholder Engagement KPIs

KPI 12

The Commission will record the number and outcome of consultations completed regarding operational documentation, including Standards.

The Commission conducted consultations in respect of new Standards in 2022. As well as formal consultations, we also consult informally on a variety of issues. These are not recorded against this measure. For instance, we consulted the sector about issues such as staffing, to inform an analysis of the issues faced. Records are kept of all formal consultations.

KPI 13

The Commission will consult directly with care receivers, relatives/carers, staff members and external professionals in 100% of inspections.

TARGET

100%

OUTCOME

100% ✓

Inspection methodology requires Regulation Officers to consult with care receivers, their relatives and staff. This was done in all cases where it was practicable and appropriate. Cases where it was not considered practicable or appropriate to seek feedback are not counted for this KPI.



KPI 14

The Commission will, as part of its quality assurance process, undertake post-inspection consultation from 10% of its annual inspections with providers/managers of regulated activities. It will publish a summary of responses.

TARGET

10%

OUTCOME

33% ✓

The Commission has introduced a process where feedback is now sought from 100% of providers. In 2022, 33% provided detailed feedback, and responses are overwhelmingly positive. This report is published separately, and a summary is included in Appendix 2 of this annual report.



Devise a Communications Plan to support the Commission's communications strategy.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission has developed a new Communications Plan to enhance its engagement with the public. The Commission has also signed a contract with an external communications provider to support this.

WHAT MORE NEEDS TO HAPPEN?

The new Communications Plan needs to be implemented with an opportunity for the public to provide feedback to the Commission.

Ensure that the voices of people who use and provide services, their carers and representatives, and those who deliver care services are heard throughout the Commission's work.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

Currently, the Commission engages with care receivers and their families through the inspection process. Regulation Officers speak to a range of people at each inspection, and feedback provided is included in inspection reports where possible, as feedback can sometimes include personal or otherwise sensitive data.

know my daughter really well and she is in a very supportive environment. This service is 'the rock' for me and many families in my position, we are so lucky. The management team are exceptional.'

WHAT MORE NEEDS TO HAPPEN?

The Commission intends to enhance its engagement with the public, that is the people of Jersey, and care receivers and their families. The Commission is exploring options to increase opportunities for gaining feedback on its activities from various sources, this includes greater use of surveys of care users, eliciting feedback from website users and considering whether there is the opportunity to use wider population surveys. The new Communications provider engaged at the end of 2022 will make recommendations based on data collected in early 2023.

The service is 'very good indeed and my son loves it. I feel confident that he will be well looked after and given time to make choices about activities he likes. The management and staff are fantastic, and we have a communication book where they share what my son has been up to.'
The service 'could not be better with the staff being invested in giving my daughter a nice time, where they focus on her skills development to provide her with as full a life as possible. The staff

Provide the public with access to relevant information about the Commission's activities on the Commission's website and, where they cannot use a website, provide access to other appropriate methods of contacting the Commission.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

All inspection reports are available to the public through the Commission's website. In addition, all policies and guidance are published and available. Minutes and agendas of Board meetings are also available. The Commission can provide alternative methods to access documents for those unable to access them through the website. The Commission produced a child friendly video to explain the inspection process in 2022. This was well received and will be used again in 2023.

WHAT MORE NEEDS TO HAPPEN?

Enhancing engagement with the public remains a key objective, and with this in mind, the Commission is keen to understand what else it can do to provide members of the public with the information they require. To do this, we will explore options for improving feedback channels. We operate a duty office which is very responsive to individual requests and will always help someone who is unable to access information via the website. Following the production of a child friendly video in 2022 we will be looking to expand our range of child friendly communication materials.

Continue to raise the profile of the Commission with the organisations we regulate and with those who receive services, and their carers/representatives, through a planned programme of engagements.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission has engaged directly with providers and organised a successful engagement event in May 2022. Feedback confirmed that attendees found the event valuable and engaging and wanted further similar events. The Commission has provided local media with statements on matters of interest to providers and the public, as well as undertaking research and publishing reports on issues of interest across the sector, such as the current challenges the sector faces concerning staffing and capacity.

WHAT MORE NEEDS TO HAPPEN?

The Commission intends to hold further engagement events in 2023 and explore other means of engaging with providers and managers of services. This will ensure that providers have sufficient opportunity to share experiences, raise concerns and provide feedback about the work of the Commission. The Commission is undertaking a review of its Communication Plan which will identify additional opportunities to engage with those who receive services.



INFORMATION MANAGEMENT & RESPONSIVENESS

Information Management and Responsiveness KPIs

KPI 15

The Commission will monitor and retain a record of the number of Duty Calls received throughout the year, including the nature of the contact and the response.

The Commission operates a duty call system. Simple calls of a general nature that do not require any follow up action are answered by the administration team or the duty officer immediately. These types of calls are not logged as they require no further action and are not likely to need to be referred to later. General calls of a more complex nature or which require follow up action are logged and recorded so they can be referred to if necessary. There were 73 calls of this type in 2022.

Most calls are received from specific regulated services. Each regulated service has an allocated Regulation Officer. If the assigned officer is available, they will deal with the call. If they are unavailable, the call is assessed for urgency by the duty officer, who will deal with it or refer it to the allocated officer as necessary. These calls are logged under the contact logs for each regulated service so they can be followed up or referred to as necessary. This means it is not possible to provide specific numbers or details of the type of call and response. However, feedback from providers is very positive about the Commission's responsiveness to their enquiries.

KPI 16

The Commission will monitor and retain a record of the number of notifications received throughout the year, including the nature of correspondence and whether a response from the Commission was warranted.

The Commission receives a broad range of notifications. These are incidents which providers are required to notify the Commission about, such as accidents and incidents, falls, pressure ulcers and deaths. Notifications are classified and recorded by source, that is by type of provider and subject, for instance, from Care Homes or Home Care services. They are also classified by content such as if the notification relates to safeguarding or is specifically related to children.

All notifications are reviewed on receipt to see if immediate action is required. This is recorded in the provider records. Additionally, all notifications are reviewed by Regulation Officers as part of the inspection protocols to inform the inspection and identify whether appropriate follow-up action has been taken. As an activity indicator, no specific targets are currently associated with notifications.



INFORMATION MANAGEMENT AND RESPONSIVENESS

KPI 17 The Commission will, in 100% of cases, respond to any complaints received within three working days.

TARGET
100%

OUTCOME
100% ✓

The Commission received four complaints in 2022. Two of these were about the Commission, and two were about registered providers. All complaints were responded to within the target timescales. The Commission has several options for resolving complaints and tries to resolve them informally and to the satisfaction of the complainant, without the need to revert to the more formal procedure. Whether complaints are resolved informally or formally, the Commission always provides a formal response and considers what lessons can be learned in every case.

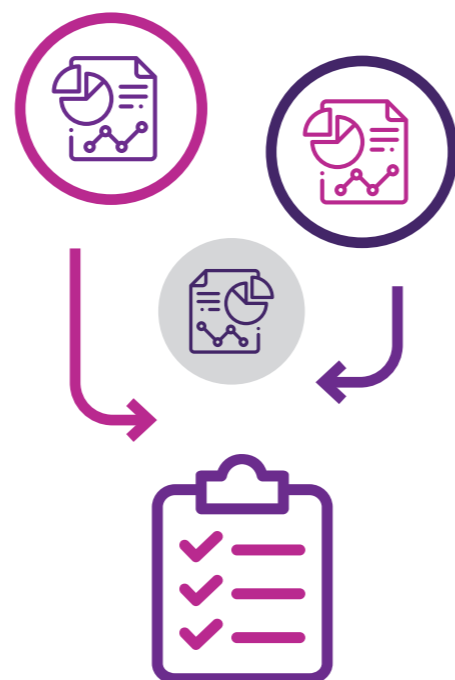
KPI 18 The Commission will retain a record of the number of data breaches each year and differentiate between those made by Commission staff and those made by others. It will also record the number of data breaches referred to the Jersey Office of the Information Commissioner.

The Commission dealt with four data incidents in 2022. Two data incidents were referred to the Jersey Office of the Information Commissioner (JOIC). In both cases, they were satisfied with the actions taken by the Commission to manage and resolve the incident. In one case after investigation, it was concluded no data breach had occurred therefore the total number of breaches recorded this year was three.

KPI 19 The Commission will retain a record of the number and outcome of reports about health and social care services requested by the relevant Minister or panel (or initiated by the Commission itself).

In 2022 the Picker Institute was engaged by the Commission to design and implement a survey of patient satisfaction.

The Commission also undertook an assessment of risks and challenges to the care sector, particularly around demand and capacity, and workforce issues such as recruitment and retention, and published a report which is accessible on the Commission's website.



Strengthen the Commission's internal administrative systems to ensure that they are sufficiently robust to manage and process the complexity of information received from the public and from regulated activities.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission processes a complex range of data from providers, individual professionals and the public. Current internal systems are adequate to ensure data is processed accurately and within target dates, where applicable.

WHAT MORE NEEDS TO HAPPEN?

The Commission is currently engaged in a project to enable online registration as a matter of priority. Once this is complete, the Commission will review all data processing requirements and infrastructure to consider whether this can be improved.

Ensure that the Commission processes and manages data in line with the Data Protection (Jersey) Law 2018.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission has robust data protection processes in place. The Commission processes all Subject Access Requests (SARs) within timescales. In 2022 three SARs were received. Although not a scheduled public authority within the meaning of the law, the Commission has given the undertaking to act as if the Freedom of Information Law (FOI) applies. No FOI requests were received in 2022.

investigating the complaint, it was concluded that no data breach had occurred. However, the incident highlighted potential risks, and measures were taken to mitigate the risks to ensure these did not materialise. The JOIC was satisfied with the Commission's response to data incidents and did not take further action on the reported cases.

WHAT MORE NEEDS TO HAPPEN?

The Commission needs to maintain and build on its existing data protection processes. All staff have received initial awareness training and are supported by an experienced Data Protection Officer. New IT systems will follow the principles of data protection by design.

Four data incidents were identified in 2022. One of these was identified through a complaint to the Commission, and the Commission itself detected the other three. Each incident was related to a single data subject. Two incidents were reported to the Jersey Office of the Information Commissioner (JOIC.) After

Continue to provide prompt and detailed responses to consultations, and correspondence from Ministers and Government of Jersey departments, as required.

The Commission continues to provide Ministers with briefings and information in response to public consultations and specific inquiries.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission has maintained a positive relationship with the Government of Jersey and responded promptly and effectively to all information requests.

WHAT MORE NEEDS TO HAPPEN?

The Commission will continue to work closely with the Government of Jersey to enable the Government's planned legislation programme to be delivered.

GOVERNANCE FRAMEWORK

Governance Framework KPIs

KPI 22

The Board of Commissioners will meet at least six times per year

TARGET

6

OUTCOME

6✓

Six Board meetings were held in 2022. Two of these were held virtually.

KPI 23

The Board of Commissioners will convene at least two workshops per year

TARGET

2

OUTCOME

2✓

The Board held two workshops during the year in May and September 2022.

KPI 24

The Board of Commissioners will retain oversight of strategic and operational risks, reviewing the Commission's Integrated Risk Register during each Board meeting and determining appropriate mitigation.

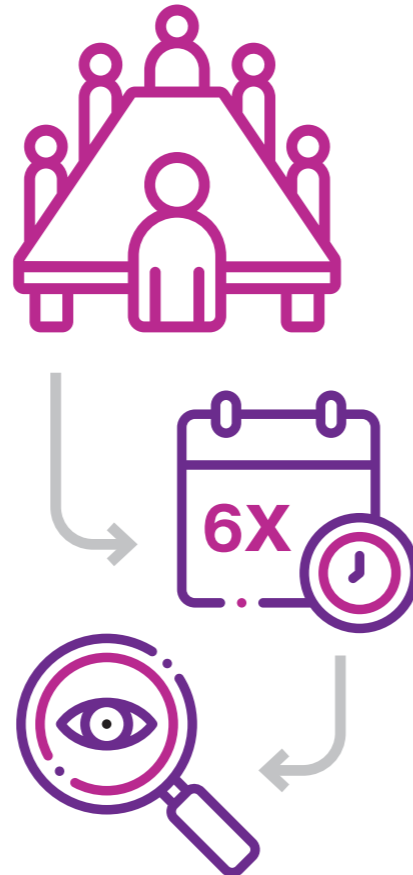
TARGET

-

OUTCOME

✓

The Board reviews strategic and operational risks at every Board meeting. An analysis of the risk register shows that risks are actively managed and updated, taking account of Board discussions. A review of the Risk Management Framework was commissioned by the Board at the November meeting, and proposals for changes were considered at the February 2023 Board.



Provide assurance that the Commission's Governance Framework and financial oversight are robust.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission's key accountability and governance arrangements are in its Constitution, and the Framework Agreement with the Strategic Policy, Planning and Performance department. At the request of Internal Audit, BDO Assurance undertook an audit of the Commission's governance framework in 2021. The report made several recommendations for strengthening or improving governance. None of the recommendations were considered high risk. In 2022 the Commission implemented most of the 10 recommendations and made substantial progress on others.

WHAT MORE NEEDS TO HAPPEN?

As the Commission's role and budget have expanded in 2023, it recognises that it must ensure that its governance framework remains sufficiently robust and well-developed to mitigate new risks. The outstanding

recommendations from the BDO Assurance report will form the basis of this work. One recommendation concerning eligibility for appointment as a Commissioner will require a change to the legislation, which is for the Government of Jersey to determine.

In addition, the Commission will benchmark its governance arrangements against other similar organisations and regulators and review best practices for Arm's-Length Organisations, including the reports of the Comptroller and Auditor General on best practice and annual reporting in arm's length organisations.

The Commission's accounts are currently audited as part of the whole of the Government of Jersey accounts, despite the Regulation of Care Law requiring the Commission to publish independently audited accounts separately. The Commission will work with the Government of Jersey to review these arrangements and establish how, and in what timeframe, it can fully meet the statutory requirements.



PLANNING

Having undertaken a comprehensive review of internal infrastructure, devise a revised organisational structure to support a 3-year Budget Build.

HOW SUCCESSFUL HAS THIS BEEN SO FAR?

The Commission reviewed its organisational structure, implemented a new structure, and developed a workforce plan to support the expansion of the Commission's remit. The budget to support this has now been agreed.

WHAT MORE NEEDS TO HAPPEN?

We remain committed to improving business planning and organisational development. In 2023 the proposed new structures will be embedded, however with further plans to expand the Commission's remit in 2024 and 2025, the structures will be kept under review to ensure they continue to enable the Commission to deliver its objectives.

RISK MANAGEMENT

An essential part of delivering the Commission's objectives successfully is managing the risks that could affect delivery of objectives.

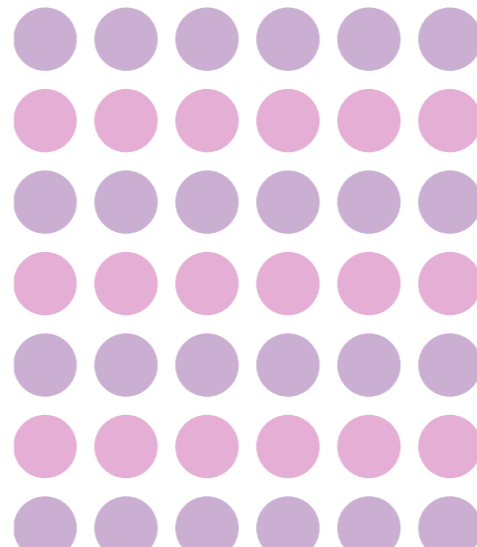
The Commission has a robust Risk Management Framework, reviewed annually. The Risk Management Framework describes how the Commission identifies, assesses and manages strategic and operational risks impacting the delivery of its mission and purpose. The Framework identifies the four most common risk categories, Public Protection, Financial, Reputational and Delivery. It sets out the Commission's strategic objectives to ensure risk assessments take account of the impact of risk on achieving stated objectives.

The Framework details the risk appetite the Commission has for each risk category and sets out the expected responses once risks have been assessed. It also describes the roles and responsibilities of the Commission and Executive Officers in managing risks.

Although independent of Government, the Commission as a public body, has decided to align its Risk Management Framework with that of the Government of Jersey. This enables the Commission to use the Government of Jersey's risk training and other support networks.

The Commission is ultimately responsible for assuring that all known risks are effectively managed. To this end, the Board discusses risks, controls and mitigation at every Board meeting. Commission staff also discuss risks monthly, to ensure all staff are aware of existing risks and to facilitate early identification of emerging threats.

Analysis of the corporate risk register shows a healthy turnover of risks and active progress on control and mitigation.



SUMMARY OF THE KEY RISKS AND MITIGATIONS DURING 2022

Risk	Controls and Mitigation	Progress and change during year
<p>WORKFORCE, CAPACITY AND CAPABILITY</p> <p>Increasing demands from a significant number of areas new to regulation, where the Commission needs to develop further expertise, could impact the Commission's capacity and capability to conduct its core delivery programme, potentially causing it to fail to conduct statutory inspections.</p>	<ul style="list-style-type: none"> Scheduling of roll out of new legislative changes to take risk into account. Growth of team and skills required, planned for in both budget and business plans. Recruitment of additional Regulation Officer. Relationships being developed with UK based regulators to provide access to additional inspection resources and to develop additional skills in Commission. 	<ul style="list-style-type: none"> Taking on new areas of regulation is a key risk for the Commission. In 2022 this was related to Children's social care. The capacity to undertake the work was a key element of this risk. An additional Regulation Officer was recruited in 2022, and a Workforce plan was developed to enable the Commission to expand further. These measures have significantly mitigated the capacity issues. In addition, relationships were developed with UK based regulators with more experience in the new areas, which mitigates the Capability risk significantly. However, additional new areas of regulation planned for 2024 mean this remains a significant risk, although one the Commission is expected to be able to manage. Because of further expansion, this risk has remained stable.
<p>DIGITAL</p> <p>Existing infrastructure and resource needs to be improved to meet the annual demand from professional registration, which could delay registrations of professionals and services, leading to a failure to maintain the public register as required by law.</p>	<ul style="list-style-type: none"> Bid for funding made to address the underlying issue and update IT and processes. The Government Plan funding bid was not approved, but funding was provided from within existing budgets. Project set up to deliver IT and process changes required for online registration and payment system. 	<ul style="list-style-type: none"> The Commission has a largely manual process for managing registrations and collecting fees, which has several potential impacts on the Commission's objectives and legal obligations. A digital solution has been proposed, but funding was only secured towards the end of the year. Project management was secured as part of the funding agreement. The ongoing risks will now be managed by the Project Board.
<p>DATA GOVERNANCE</p> <p>A data governance assessment has provided limited assurance of governance processes. Governance controls need to be improved to provide the assurance required that data is fully protected and compliant with the highest standards and best practices. This could expose the Commission to broader data risks and cause harm to data subjects.</p>	<ul style="list-style-type: none"> New IT systems and processes will follow data protection by design principles. A comprehensive review of data governance is planned for 2023 to ensure all issues are identified and mitigated in a data governance improvement plan. Plans are underway to review all existing Data Protection Impact Assessments and Memoranda of Understanding, and to identify additional areas where these are required. 	<ul style="list-style-type: none"> An initial assessment of data governance showed there are improvements that can be delivered. The digital registration project will address many of these concerns and should put the required infrastructure in place to address other issues which are out of scope of the current project. An experienced Data Protection Officer was recruited in 2022, and once a comprehensive review of data governance issues has been conducted and an improvement plan put in place, it is expected that this risk will close. The trajectory over the year was improving.



Risk	Controls and Mitigation	Progress and change during year
<p>NEW STANDARDS CHILDREN'S SERVICES</p> <p>The Commission is committed to developing ten sets of Standards to facilitate the regulation of statutory children's services from 2022 onwards.</p> <p>There have been difficulties in sourcing the capacity to develop the Standards and making adequate progress in this area of work.</p>	<ul style="list-style-type: none"> Project Milestones identified with target dates for completion of specific pieces of work. External consultants with experience in Standards work engaged in supporting project. Consultation with the sector was undertaken, and the feedback provided was incorporated into Standards. 	<ul style="list-style-type: none"> This was a considerable risk throughout the year until the new Standards were published at the end of 2022. Consequently, following publication, the risk was closed. The Commission will be required to develop further new Standards for additional areas in 2023; therefore, a similar risk will be articulated. However, experience gained in managing this risk means the Commission is now well placed to manage future risks.
<p>ENGAGEMENT</p> <p>Effective engagement has been identified as an essential component of a successful launch and rollout of new Standards. Relationship with new areas of regulation is uncertain and could lead to ineffective engagement, causing issues in undertaking inspections and providing assurance</p>	<ul style="list-style-type: none"> A review of Communications resources and plans was undertaken. Communications provider engaged in 2022 to raise profile and improve feedback channels. A comprehensive communications plan was commissioned and developed. Engagement events were held to engage directly with existing providers allowing the Commission to take on feedback to improve processes. Consultation was conducted about new Standards to ensure early engagement with areas new to regulation. 	<ul style="list-style-type: none"> Effective engagement with all providers, especially in areas new to regulation, is an essential part of the Commission's business. As new services come under a regulatory regime, the Commission has worked with them to prepare them for inspections and outline timescales. However, the number of new providers and the range of new services, coupled with limited resources in the Commission for engagement, means this is a stable but potentially increasing risk. However, the risk is mitigated by engaging external communications resources and an additional Regulation Officer to engage directly.
<p>IMPACT OF NEW STANDARDS ON PROVIDERS</p> <p>New Care Standards introduced in areas not previously regulated may cause providers to fail to engage with Commission, or even withdraw from service provision rather than face what they consider to be an onerous inspection and regulation regime. This could cause difficulty in conducting inspections and delivering improvements, as well as the potential loss of vital services.</p>	<ul style="list-style-type: none"> Support plans in place to help providers prepare for regulations. Consultations were undertaken to understand providers' issues and to build these into Standards. Right Touch regulation strategy focuses on supporting providers to meet Standards rather than taking unnecessary enforcement action. Communications plan developed for stakeholders. 	<ul style="list-style-type: none"> This is an example of a risk that impacts beyond the Commission's objectives, especially on Government of Jersey objectives. The impact on the Commission is reputational, but it would also impact on the ability of the Commission to deliver its core objectives in the new areas of regulation. The Commission continues to work closely with relevant Government departments and providers to minimise this risk and support providers to prepare for regulation. The risk remains stable and will continue as the Commission continues to expand its remit.
<p>BUDGET</p> <p>Expected changes to the Commission's budget were finalised at the end of the year, including an increase in the baseline budget and a transfer of funding to undertake new regulatory activities. During the year there were concerns the lack of an agreed budget settlement and the need to take on new regulatory activity could have affected the ability of the Commission to carry out its statutory functions.</p>	<ul style="list-style-type: none"> Bids submitted for Government Plan to put Commission budget on secure long-term footing. Negotiations to secure long-term transfer of funding from Government of Jersey departments to ensure the Commission can undertake inspections of areas new to regulation. 	<ul style="list-style-type: none"> The Commission budget for 2022 was agreed at the start of the year. However, negotiations were on going regarding an additional transfer of funds to enable the Commission to expand its role. The budgetary risk remained throughout the year until the Government Plan approved changes to the baseline and transfers were agreed ensuring the Commission had the resources to deliver its core programme.



RISK PROFILE CHANGES IN 2022

The risk landscape has been relatively stable throughout 2022. Some long-standing risks relating to the Commission's budget have now been resolved.

New and recurring funding has been agreed, project management is in place where required. A risk relating to professional registrations has sufficient mitigation and contingency in place for the Commission to tolerate, and additional data governance risks have been reduced, although more work is still required.

Most of the ongoing risks relate to the expansion of the Commission's remit. This includes the impact of expansion on the ability of the Commission to carry out its existing inspection programme, as well as the additional challenges of an expanding remit.

Workforce plans to recruit, train and deploy staff with the requisite qualifications, skills and experience, partnership working to develop the required level of expertise and careful phasing of new inspections, along with communications plans for key stakeholders and support plans for providers to help them adapt to new regulations are all key mitigations which help maintain risks within tolerance.

The Board carefully considers the overall exposure to risk, and while there are risks from expansion of the Commission's remit, the Board has been appropriately cautious and delayed taking on additional risk where this is possible and sensible, for instance in the range of work undertaken with partners.



Accountability Report



The Accountability Report provides key accountability information about the Commission.

It comprises:

1

The Corporate Governance Report which describes the Commission's governance structures and how they support the achievement of its objectives. This includes a Chair's Report, a Statement of Responsibilities, and the Commission's Governance Statement.

2

The Remuneration and Staff Report which provides information about the remuneration paid to Commissioners and staff working for the Commission, along with additional information about staffing and use of contractors.

3

The Accountability Statement which brings together further information that forms a key part of the Commission's governance and accountability framework, including the Finance Statement .



CHAIR OF THE BOARD OF COMMISSIONERS' REPORT

I was appointed as Chair of the Board of Commissioners on 1 May 2017 until 30 April 2020. This appointment was renewed for three years from 01 May 2020 and expires on 30 April 2023. In the interests of consistency and stability, at a time of change for the Commission, the Minister for the Environment in February 2023, decided to extend this appointment for a further two years.

The Commission is a 'body corporate' with perpetual succession. The Regulation of Care (Jersey) Law 2014 states that the Commission shall consist of not less than four and not more than eight Commissioners. There are currently seven serving Commissioners, including the Chair.

The Law states that the Commission is independent of the Minister for Health and Social Services, The Chief Minister, and the Government of Jersey. Although

independent of the Government of Jersey, the Commission is resourced with a combination of public funds, and fees levied on providers and professionals.

The Commission is accountable for its performance and use of public money. The Commission's Framework Agreement and Constitution set out the arrangements to ensure the Commission is accountable.

The Department for Strategic Policy, Planning and Performance (SPPP), is the branch of Government responsible for provision of adequate financial resources to the Commission.

The Chief Officer for SPPP is the Accountable Officer and is accountable to the Government of Jersey for the appropriate use of public funds. The Accountable Officer is appointed in accordance with the Public Finances (Jersey) Law 2019. It is the responsibility of the Accountable Officer to ensure the Commission represents value for money.

The Accountable Officer delegates the management of funds to the Chief Inspector in accordance with the Department's Scheme of Delegation and the Public Finances Manual. The Board of Commissioners supports the Chief Inspector with scrutiny and oversight of financial performance.

There were no changes to the Board of Commissioners in 2022. Therefore in 2022 the Board consisted of:

Glenn Houston	Chair of the Board of Commissioners
Alison Allam	Commissioner
Lesley Bratch	Commissioner
Jackie Hall	Commissioner
Noreen Kent	Commissioner
Angela Parry	Commissioner
Siân Walker-McAllister	Commissioner

Commissioners were appointed by the Minister, in line with the arrangements set out in the Law. Commissioners must declare and update a register of interests, and this is reproduced later in this report. While some Commissioners hold other roles, none of these appointments represent a conflict of interest.

STATEMENT OF RESPONSIBILITIES OF THE CHAIR OF THE BOARD OF COMMISSIONERS



Glenn Houston
Chair of the Jersey Care Commission

As Chair of the Board of Commissioners my role is to provide leadership and direction to the Commission to ensure, through a process of registration and inspection, that the quality of all regulated activities in Jersey is independently assessed and assured and to deliver improved outcomes for service users. The Chair works with Commissioners, the Executive Team, and with representatives of the Government of Jersey to ensure the effective operation and performance of the Commission.

The Chair is required to:

- ▶ assemble an effective and complementary Board of Commissioners and encourage members to work together as a team
- ▶ chair all meetings of the Commission, set the agenda, style and tone of discussions to promote effective decision making and constructive debate
- ▶ provide effective leadership by maintaining a focus on strategy and performance
- ▶ work in partnership with the Chief Inspector to achieve the aims of the Commission
- ▶ provide strategic direction including setting and monitoring operational objectives for the Commission, taking into consideration the context and needs of the island
- ▶ set and maintain the values for the organisation, ensuring that its obligations to all stakeholders, including people who use services, are understood and met
- ▶ ensure that resources are allocated to strategic objectives
- ▶ ensure governance arrangements for the Commission's executive function are effective and kept under review
- ▶ ensure the highest levels of probity and integrity are upheld in the way the Commission carries out its functions and for the use of public funds
- ▶ ensure the promotion of best practice across the sectors overseen



STATEMENT OF RESPONSIBILITIES OF THE CHIEF INSPECTOR



Becky Sherrington
Chief Inspector

The Chief Inspector is responsible for the day-to-day work of the Commission, and in doing so works closely with the Chair and Commissioners to provide strategic leadership and expert technical knowledge and skills to ensure the effective and efficient delivery of the Commission's statutory, regulatory and inspection functions in accordance with legislation.

The Constitution makes clear that the Chief Inspector is not a member of the Commission, or the Board of Commissioners, but is an executive officer of the Commission and is expected to uphold the decisions of the Commission, except where they contradict any requirement or stipulation of the Public Finances Manual or States Employment Board policies and procedures.

The Chief Inspector's duties are to:

- ▶ lead and develop the Executive Team in delivering the Commission's corporate plan, ensuring effective regulation of health and social care services and registration of care professionals
- ▶ build and sustain credibility with the public and registered service providers by promoting a regulatory approach that ensures compliance with Regulations and Standards, challenges poor performance and supports continuous improvement
- ▶ in consultation with the Chair and Commissioners, prepare:
 - a. a Corporate Strategy setting out the Mission, Vision and Values of the organisation
 - b. a Business Plan setting out the Commission's key business objectives, operating model, and performance indicators
 - c. a corporate risk framework, including a risk strategy and risk registers
 - d. an annual report describing progress against the objectives in the Corporate Strategy and Business Plan
- ▶ ensure that the Commission's overall governance framework and controls assurance structure, including risk management, financial management and policies and procedures are appropriate and effective
- ▶ provide regular reports and management information to assure the Commission that it is fulfilling its statutory responsibilities
- ▶ lead and manage the Commission's executive functions, including business planning, data protection obligations, performance management, risk management and audit systems, responses to Freedom of Information requests and complaints, individual staff review and appraisal, training and continual professional development to secure continuous improvement in the Commission's performance
- ▶ ensure sound financial management and monitoring of budgets and advise Commissioners on budget planning, income generation and actions needed to maintain expenditure within budget
- ▶ lead and develop a team of specialist and generalist Regulation Officers to ensure the effective regulation of health and social care services to protect, improve and safeguard the health, care and welfare of the local population
- ▶ ensure consistent high-quality regulatory practice, with a focus on supporting service improvement, monitoring compliance and, where necessary, taking effective enforcement action
- ▶ lead and develop the Commission's business and administrative staff to ensure efficient and effective administration of the Commission's regulatory responsibilities
- ▶ build capacity and develop staff, ensuring the Commission acquires the necessary skills and resources to respond effectively to the projected extension of the Commission's regulatory reach



STATEMENT OF RESPONSIBILITIES OF THE CHIEF INSPECTOR

- ▶ take a lead role in working with States and Government departments and other key stakeholders in matters related to the regulation of health and social care services and professional regulation
- ▶ positively promote the work of the Commission and act as a focal point of contact to enquiries from Ministers, government officers, care providers, the public, the media and others, as appropriate
- ▶ develop and facilitate relationships with people who use services, and their families and carers, to improve their experience of health and social care and achieve better outcomes
- ▶ lead and support consistent high-quality practice within the staff team, promoting the health, safety and welfare of employees, managing performance, monitoring standards of work for all staff and promoting diversity and equality of opportunity.



Corporate Governance Report

GOVERNANCE FRAMEWORK

The Commission has a well-defined Governance Framework in its Constitution and Framework Agreement. These are available on the Commission's Website and are reviewed regularly. The last review was in July 2022. Between them, they set out how the Commission discharges the functions described in the Law and how it is governed.

In addition, a Scheme of Delegation sets out the decisions the Commission has delegated to the Chief Inspector and Executive team, and those that are reserved for the Board. This ensures there are appropriate boundaries between operational decision making and corporate governance.

The relationship between the Chair, Chief Inspector and Commissioners is crucial for the smooth functioning of the Commission. The Chair and Chief Inspector meet weekly to ensure that a close working relationship is maintained between the non-executive arm (the Commissioners) and the Executive Team (Regulation Officers and Support staff), and to ensure effective oversight and delivery of the Commission's core functions.

The Governance Framework and Scheme of Delegation ensure that policies and procedures are approved by the Board and brought back to the Board for regular review in line with best practice.

Each year the Commission approves an annual Business Plan and associated Budget. This ensures a clear link between Government Policy on the regulation of Health and Social Care, and the strategic direction of the Commission.

The Commission receives regular reports on income and expenditure from the Treasury and has established an effective working relationship with the Government of Jersey through quarterly governance and liaison meetings with Strategic Policy, Planning and Performance. This is the medium through which strategic decisions regarding fee income and financial support from the Government are taken.

The Chief Officer of Strategic Policy, Planning and Performance is the Accountable Officer who must ensure financial probity and value for money.

Each year the Commission is required to publish an Annual Report which is laid before the States Assembly. This provides a public account of the Commission's overall performance in respect of its strategic objectives and key performance indicators.

FRAMEWORK AGREEMENT

The Corporate Governance Framework for the Commission is described in the Framework Agreement with the Government of Jersey. The agreement sets out:

- the responsibilities of the Chief Minister, the Minister for Treasury and Resources in providing the necessary resources, services and support to the Commission to ensure its effective operation in accordance with the intentions of the Government.
- the Commission's responsibilities in demonstrating its accountability to the Government, and to the people of Jersey
- four key principles that underpin the partnership between the Commission and Strategic Policy, Planning and Performance. These principles mirror those of the UK Cabinet Office's Code of Good Practice relating to departments and arms-length bodies, they are Purpose; Assurance; Value; and Engagement

The Framework Agreement sets out in detail the roles, responsibilities, and objectives of each party, including the Government of Jersey, in relation to the Commission.

GOVERNMENT OF JERSEY'S OBJECTIVES

The Government of Jersey is committed to improving health and social care outcomes for people in Jersey. It seeks to ensure that:

- people are provided with independent assurance about the quality, safety and effectiveness of island services via the Commission
- all providers deliver high standards of care and, where care is poor, this is readily identified in order a service is supported to improve or is subject to appropriate interventions. This is in relation to services directly delivered by Government as well as other registered providers
- there is public confidence in the Commission, that it is seen as effective, relevant and provides value for money



The Framework Agreement sets out the current accountability arrangements. The accountability arrangements reflect the independence of the Commission, and the need for the Commission to be accountable to the Minister. It also confirms that the Accountable Officer is ultimately accountable for the use of public funds and fees levied on the public by the Commission.



GOVERNANCE RESPONSIBILITIES OF THE ACCOUNTABLE OFFICER AND THE COMMISSION

The Accountable Officer provides assurance within Government as to the performance of the Commission and demonstrates the link to corporate and departmental objectives. The Commission will support the provision of this assurance.

The Accountable Officer provides assurance as to:

- achievement of the objectives of the Government of Jersey in relation to the Commission, and
- good governance and value for money

The Commission prepares an annual Business Plan that reports on performance against the previous year's objectives and targets and sets out objectives, targets, and key performance indicators for the coming year for discussion and agreement with the Accountable Officer.

The Accountable Officer is accountable for the public funds which flow from the Government to the Commission. The Accountable Officer delegates management of these funds to the Chief Inspector, in accordance with the Department's scheme of delegation.

The Chief Inspector ensures that the standard of financial management complies with the provisions

of the Public Finances Law and Public Finances Manual. Where a deviation from the requirements of the Manual may be required by the Commission, the decision and rationale should be documented, and appropriate approval obtained from the Accountable Officer.

The Accountable Officer requires assurance from the Commission regarding financial propriety and regularity, that funds are being used economically, efficiently and effectively, that there is effective stewardship of any assets controlled or safeguarded, and that appropriate systems are in place to identify and manage risks.

The Chief Inspector completes an Annual Financial Assurance Statement which is approved by the Commission and included in the Annual Report and Accounts.

The Chair and Chief Inspector ensure that an appropriate approach to risk management is followed by the Commission and that systems are in place to identify and manage these risks.

APPOINTMENT OF CHAIR AND COMMISSIONERS

The Chief Minister appoints a person to be a Commissioner, and the Chair of the Commission, and decides the duration of that person's appointment.

The current Chair was appointed for a three-year term from 01 May 2017 until 30 April 2020. The Chair was reappointed for a second three-year term which expires on 30 April 2023, but in the interests of consistency and stability, the Minister for the Environment has decided to extend this appointment for a further two years.

There have been no changes to the Board of Commissioners during 2022. However, two of the Commissioners are in their second terms of office,

which will end in 2023. Three Commissioners were appointed for the first time for a three-year period in December 2020, and one Commissioner was appointed for the first time, also for a three-year term, in 2021.

The Law states that a term of appointment shall be at least three years and not more than five years and that a person may be appointed more than once.

The Commissioners



THE CHAIR



Glenn Houston

Glenn is an experienced senior executive with over 35 years' experience working in the integrated health and social care system in Northern Ireland. He has more than 20 years' experience operating at Board level, having worked at both Director and Chief Executive levels in several organisations.

Between 2009 and 2016, he was Chief Executive of the Regulation and Quality Improvement Authority – Northern Ireland's independent health and social care regulator. For three years he was a member of the Board of the European Partnership of Supervisory

Organisations, served as President of that Board in 2015 and worked on projects in The Netherlands, Denmark and Kosovo.

Glenn is a qualified social worker. In 2014 he was awarded a Master of Science Degree in Inter-Professional Health and Social Care Management from Queen's University Belfast.

He is currently a non-executive director of the Board of the Northern Health and Social Care Trust and is an independent Board member of the Northern Ireland Public Prosecution Service.



Alison Allam

Alison is a researcher with a background in disability studies, social policy and applied health research. In 2016, she completed a PhD in social policy and social work at the University of York. Alison has methodological expertise in qualitative research methods, mixed methods research, participatory and co-design methods, and is particularly interested in patient and public involvement. Currently, she is a researcher at Liverpool University exploring the experiences of women living with chronic illness.

Until April 2017, Alison was a standing member of the National Institute of Health and Care Excellence quality standards advisory committee. She is an active committee member of several national health and social care research funding committees.

Alison grew up in Jersey and currently lives in York, but often returns to visit.

The Commissioners



Lesley Bratch

Lesley was appointed to the Board of the Jersey Care Commission for three years from 01 October 2021. Lesley lives in St Brelade and has represented the interests of carers in Jersey for many years.

She is a founding member of the Special Needs Advisory Panel (SNAP) and has campaigned for a change in the law to benefit families caring for children with a disability.

Lesley has been involved in local charities, promoting the interests of people with a disability and their carers, including Enable Jersey and the Youth Inclusion Project.

She is a carer, supporting her daughter with a learning disability and complex health needs. She is passionate about helping islanders and recognises the many challenges facing care providers.



Jackie Hall

Jackie is a qualified nurse (Registered Nurse Mental Health) with over 30 years of experience in clinical nursing and senior management roles within health and social care.

Jackie has considerable experience working with adults with learning and physical disabilities or an acquired brain injury and with older adults with complex needs. She is a member of the Tribunals Service for Disability Living Allowance (DLA), Personal Independence Payments (PIP) and the Mental Health Tribunal in the South Eastern Region.

Jackie has previous experience as a Panel Member for the Nursing and Midwifery Council (Conduct and Competence Committees). She has worked as an inspector for the Commission for Social Care Improvement (CSCI), a predecessor of CQC. She has led and managed services registered with both CQC and Ofsted and is skilled in delivering services to the highest standards in a regulated environment.



Noreen Kent

Noreen is a skilled and respected midwifery and nurse leader in Scotland. She has 37 years' experience working in the NHS, a career that has spanned clinical, managerial, education and policy roles.

Noreen was Nurse Director and Executive Lead for Clinical Governance within NHS National Services Scotland, helping to shape and apply policy at national, regional and local levels. In this role, Noreen was the senior responsible officer for the Excellence in Care Programme.

As UK Programme Director and strategic lead for 'Midwifery 2020', Noreen ensured delivery of a complex change

management project across the four UK jurisdictions, on time and within budget. Noreen has recently completed an eight-year term as a Fitness to Practise registrant panel member and Chair with the Nursing and Midwifery Council (NMC) and has considerable experience in professional regulation.

Noreen describes herself as passionate about the importance of the link between maintaining professional standards and behaviours and safeguarding the health and wellbeing of the public. She is committed to placing the patient and client at the centre of care, always striving to improve quality and outcomes for patients and their families.



Angela Parry

Angela has worked in strategic leadership and operational roles in health, social care and housing, responsible for the quality and performance of services provided in care settings.

As an independent management consultant, she leads pathway redesign and improvement projects for local authorities and care companies in England. An improvement specialist, Angela is experienced in using business process re-engineering to drive up performance in support environments.

Angela has worked effectively with boards, politicians, residents and others, setting stretching goals and priorities to bring about positive, practical change. She has worked as an independent peer reviewer for the Local Government Association (LGA) and for the Association of Directors of Adult Social Services (ADASS) and was part of the team that created the National Level 5 Training Programme 'Commissioning for Wellbeing' supported by Skills for Care.



Siân Walker-McAllister

Siân Walker-McAllister was appointed as a Care Commissioner in April 2017 and in addition currently works as an Independent Social Care & Health Consultant as well as Chair of two Safeguarding Adult Boards in Dorset and Bournemouth, Christchurch and Poole.

She is also a Non-Executive Director of the Torbay & South Devon NHS Foundation Trust – an integrated care organisation covering an acute hospital and adult social care in Torbay as well as Community Health in South Devon.

A former Director of Health and Social Care in the UK, Siân has 45 years' experience of working in social care in London, the South-West of England and in Wales, for local authorities and the supported housing sector.

Siân has worked across children's and adults' social care and has a wealth of experience in non-executive director roles within local authorities, the NHS, Housing Associations and the voluntary sector.

A registered Social Worker, Siân is driven by a passion for ensuring all services to people needing care and support are person-centred, easy to access and importantly promote independence, while ensuring people are safe.



FUNCTIONS AND DUTIES OF THE COMMISSION

The key responsibilities required of the Commission are set out in the Constitution. These are to:

- ensure that services are regulated and inspected in accordance with the law, in order that all care receivers and their families benefit from good quality services that meet their needs
- ensure that resources are allocated to strategic objectives
- oversee a regulatory regime which supports continuous improvement, as opposed to one which focuses purely on compliance monitoring
- ensure governance arrangements for the Commission's executive function are effective and kept under review
- provide strategic direction including setting and monitoring operational objectives for the Commission, taking into consideration the context and needs of the island
- ensure the highest levels of probity and integrity are upheld in the way the Commission carries out its functions
- set and maintain the values for the organisation and ensure that its obligations to all stakeholders, including people who use services, are understood and met
- promote best practice across the sectors it oversees

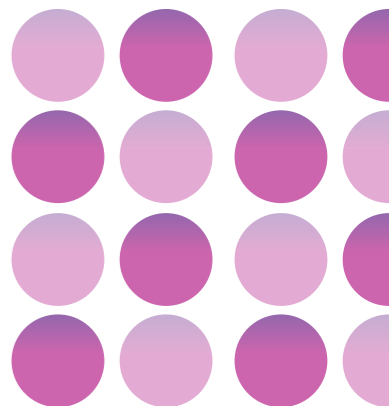
The Commission discharges its functions by meeting as a Board, through participation in Board workshops and other events, and through the weekly meetings between the Chair and the Chief Inspector.

FREQUENCY AND NATURE OF BOARD MEETINGS

The Constitution states that the Board must meet a minimum of four times a year. The Commission has established a pattern of meeting formally on six occasions each year. In addition to the formal Board meetings, the Commission meets in workshop format, usually twice a year in May and September.

Until the first Covid lockdown, all formal Board meetings were held in person in Jersey. During the Covid pandemic, the Board adapted to meeting either remotely or in hybrid meetings. In the interests of value for money and minimising environmental impact, the Board has decided to continue with this approach and will meet four times in person and twice remotely.

This was a pilot approach for 2022 and will continue in 2023. It will be kept under review to ensure it achieves an acceptable combination of both an on-island presence and value for money.



ATTENDANCE AT BOARD MEETINGS

Glenn Houston	6 out of 6
Alison Allam	5 out of 6
Lesley Bratch	5 out of 6
Jackie Hall	6 out of 6
Noreen Kent	6 out of 6
Angela Parry	6 out of 6
Siân Walker-McAllister	6 out of 6

BOARD MEETINGS

Board meetings are scheduled in advance, and the agenda and Board Papers are shared with Commissioners, one week before the stated date of the meeting. Meetings are open to the public and are advertised on the Commission's website. Agendas and approved minutes are published on the Commission's website.

The standing agenda items include minutes, a report from the Chair and an update from the Chief Inspector on any significant operational matters since the previous Board meeting, including any enforcement action taken regarding regulated activities.

Sufficient time is allocated to other important matters, including financial reporting and risk management. Minutes show the Commission has had detailed discussions on each of these issues, with Commissioners providing both support and appropriate challenge.

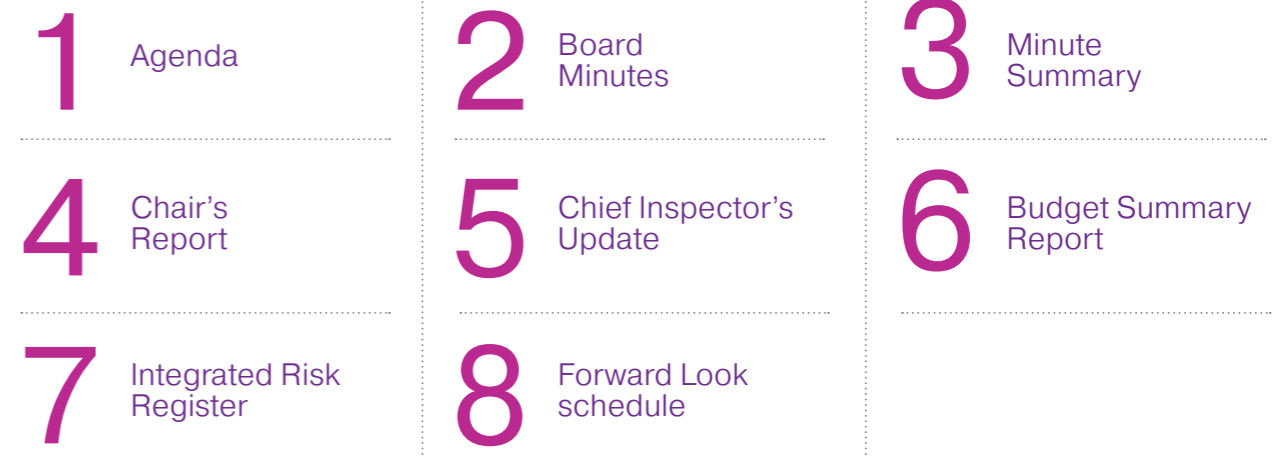
A confidential session at each Board meeting allows members to consider any sensitive matters, including items considered under legal privilege, or anything confidential or of a commercially sensitive nature that cannot be shared openly.

The Commission does not operate a committee structure. There is no requirement to have an Audit and Risk Committee or Remuneration Committee. The Board currently deals with matters that would come within the purview of such committees. However, the Commission has undertaken to keep its governance structure under review, especially considering its increasing remit and budget, and may decide in future that additional committees are required to support the Commission in discharging its statutory functions.



WORK OF THE BOARD IN 2022

The Board met, as planned, on six occasions throughout the year. At each of its meetings, the Board received the following suite of documents:



Over the course of the year, the Board's achievements included that it:

- ▶ Supported the Executive Team to consult on, develop and approve the ten new Standards relating to Children's Social Care.
- ▶ Linked to the new Standards, approved the development of an inspection methodology and handbook, although this was not completed during 2022.
- ▶ Supported the Chief Inspector's publication of a paper highlighting the Risks and Issues faced by the Social Care sector in Jersey.
- ▶ Comprehensively reviewed the Risk Register, to better demonstrate risk mitigation and to effectively understand impact.
- ▶ Reviewed key policies such as the Inspection Policy and the Escalation and Enforcement Policies.
- ▶ Responded to written questions from States Members and requests for input into consultation exercises.
- ▶ Invited to the Board or otherwise met with, the Director General of the Department for Strategic Policy, Planning and Performance (SPPP); the Head of Governance (SPPP); the Minister for the Environment and the Minister for Health and Social Services; the Children's Commissioner; representatives of the Care Federation, and others.
- ▶ Met with the Policy Principal in respect of the regulation of statutory children's services and contributed to the associated consultation.
- ▶ Reviewed the Commission's Constitution and Framework Agreement with SPPP.
- ▶ Reviewed project updates in respect of a range of operational and transformational work, ensuring that appropriate risk mitigation was in place.
- ▶ Approved the 2021 Annual Report, and 2022 Business Plan and Budget.
- ▶ For the May 2022 workshop, Commissioners played an essential role in chairing round table discussions with representatives of regulated services in a planned event in the Town Hall. This helped to raise the profile of Commissioners with registered managers and was well received by providers.



EFFECTIVENESS OF THE BOARD

One of the principal responsibilities of the Chair is to oversee the effectiveness of the Commission, especially the work of the Board. To carry out this function the Chair conducts annual appraisals with each Commissioner and reports these to the Accountable Officer. The Accountable Officer appraises the performance of the Chair.

As part of the appraisal process for 2022, the Chair asked Commissioners to evaluate Board effectiveness using a structured survey. Overall, Commissioners were positive about the conduct of business and the impact of the Board on key decisions. There is consensus that the Commission has a combination of the right skills and experience and is working well. However, Commissioners believe there is some room for improvement.

Commissioners welcomed the additional time available through Board workshops to explore complex matters in greater detail. Commissioners agreed that the Board maintains a strategic focus and exercises an appropriate balance between the support and challenge functions. Commissioners stated that the Board agendas cover the issues that need to be addressed.

Some Commissioners asked that more time be allocated for discussion of complex issues and expressed a need to consider increasing the frequency of Board meetings and workshops as our remit expands. Commissioners also proposed that we need to be clearer in summarising Board decisions at the end of each Board meeting.

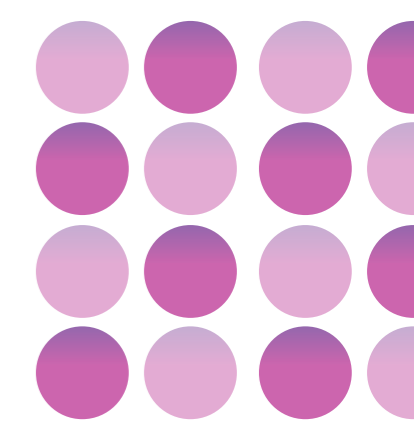
Commissioners greatly valued the engagement session with service providers in May 2022 and asked for similar events to be included in the Communication Strategy and Plan going forward.



REMUNERATION OF CHAIR AND NON-EXECUTIVE BOARD MEMBERS

Commissioners, including the Chair are not full-time employees. They are contracted to work a certain number of days per year. In the case of the Chair, this is 40 days per year, and in the case of Commissioners, while there is no set number of days, attendance and travel for all Board meetings and workshops would require 10 days per year.

Name	Date Appointed	Salary (bands of £5,000)	Expenses (Travel, accommodation, and subsistence)	Total Cost 2022 (Remuneration + Expenses)
Glenn Houston	01 May 2017	>£20,000 <£25,000	<£5,000	>£25,000 <£30,000
Alison Allam	10 May 2017	<£5,000	<£5,000	<£5,000
Lesley Bratch	01 October 2021	<£5,000	<£5,000	<£5,000
Jackie Hall	16 December 2020	<£5,000	<£5,000	<£5,000
Noreen Kent	16 December 2020	<£5,000	<£5,000	<£5,000
Angela Parry	16 December 2020	<£5,000	<£5,000	<£5,000
Siân Walker- McAllister	10 May 2017	<£5,000	<£5,000	<£5,000



REGISTER OF INTERESTS

The Commission's Constitution requires that Board Members ensure that no conflict of interest arises, or could reasonably be perceived to arise, between their public duties and private interests. To assist with discharging this requirement, the Commission maintains a register of interests for Commissioners.

Board Member	Paid employment/consultancy	Company	Other public appointment	Shareholding related to Commission business	Unpaid office in charitable/other body
Glenn Houston Non-executive Chairperson Date of appointment: 01/05/2017	None	None	<ul style="list-style-type: none"> Vice-Chair Disclosure and Barring Service (DBS) Member, Northern Health and Social Care Trust Member, Board of the Public Prosecution Service, Northern Ireland 	None	None
Dr Alison Allam Non-executive Board member Date of appointment: 10/05/2017	<ul style="list-style-type: none"> Non-clinical honorary contract, Royal Marsden Hospital Associate at the Professional Records Standard Body (PRSB) University of Liverpool 	None	None	None	Member of the management committee of Chronic Illness Inclusion
Siân Walker-McAllister Non-executive Board member Date of appointment: 10/05/2017	<ul style="list-style-type: none"> Associate, UK Local Government Association (LGA) Independent Chair of Dorset, and Bournemouth, Christchurch & Poole Safeguarding Adults Boards (2 Boards) Joint Convenor of the National Safeguarding Adults Board Network (funding through the Care & Health Improvement Programme) 	None	Non-Executive Director of Torbay & South Devon NHS Foundation Trust (appointed 01 September 2022)	None	None
Noreen Kent Non-executive Board member Date of appointment: 16/12/2020	Greater Glasgow & Clyde Health Board, Nurse COVID-19 Vaccinator (Bank)	None	None	None	None
Angela Parry Non-executive Board member Date of appointment: 16/12/2020	<ul style="list-style-type: none"> Commissioning Consultant (APRA Management Ltd.) - various UK based Health and Social Care organisations and public bodies. Trainer/Assessor National Commissioning for Wellbeing Level 5 Cert. Various local authorities and commissioning groups. Associate, UK Local Government Association (LGA) 	None	None	None	None
Jackie Hall Non-executive Board member Date of appointment: 16/12/2020	None	None	Tribunal member, social entitlement chamber (PIP) Tribunal Member – Mental Health Review Tribunal	None	None
Lesley Bratch Non-executive Board member Date of appointment: 1/10/2021	None	None	None	None	Resigned as Committee member for Enable Jersey 21/09/22. Remains a friend of the Charity and will feed into particular pieces of work if and where appropriate.

STATEMENT OF ASSURANCE

In the future, the Commission will take on a more complex range of duties and responsibilities. For example, regulation of health and care has already been extended to cover aspects of social work services for children and young people, such as fostering and adoption, along with the Child and Adolescent Mental Health Services (CAMHS).

Additionally, strategic conversations are ongoing regarding the intention to extend regulation to include key elements of healthcare, including acute hospital services, mental health and ambulance services. The Commission has also responded to public consultations on the proposal to make assisted dying available in Jersey and how any such provision should be regulated in Jersey.

The Commission must be ready and enabled to embrace new challenges and opportunities with confidence. Much of this will depend on the Commission being able to expand its direct

workforce of skilled and experienced regulation officers, whilst forging strategic partnerships with UK regulatory authorities such as CQC and Ofsted. The Commission will also need to finalise Memoranda of Understanding with each of the UK Health and Social Care Professional Regulatory bodies.

These challenges form part of the regular discussion the Board has about risk. While mitigation will include ensuring the Commission's governance and controls remain fit for purpose, the Chair's assessment is that current controls and risk management arrangements are adequate to manage these risks effectively.

FINANCIAL ASSURANCE

The Commission relies on the timeliness and accuracy of financial reports drawn from the States of Jersey's financial systems. These systems are subject to review and scrutiny by our sponsoring department, Strategic Policy, Planning and Performance, and by Treasury. Since inception our accounts have been included in the audit of the whole of Government of Jersey accounts.

The Regulation of Care (Jersey) Law 2014 requires that the Commission include in its Annual Report a statement of independently audited accounts. Unfortunately, the Commission cannot comply with this requirement until the appointment of independent auditors. This is a legitimate aspiration and statutory responsibility which is the subject of on-going discussion with the Accountable Officer.

However, it is important to note that the Commission's accounts are included in the audit of the whole of Government accounts and there are no concerns arising from this process.

The information contained in the Finance section has been quality assured by Treasury and is accurate and complete.

As Chair of the Board of Commissioners I am satisfied that appropriate financial controls are in place, value for money is being achieved, and that public funds are being used for the purposes intended.





INTERNAL CONTROLS

As Chair, I have responsibility for reviewing the effectiveness of the overall system of internal control.

I form an opinion on regularity on the basis of my own work, reports provided to the Board, the scrutiny and oversight of the Board of Commissioners and the actions of the Chief Inspector and staff employed by the Commission. In addition, I participate directly in quarterly accountability meetings with the sponsor department SPPP, attended by the Director General in his capacity as Accounting Officer.

Based on my review and the information contained in this report, I am satisfied with the arrangements in place for governance, risk, assurance, and internal control.

SIGNIFICANT INTERNAL CONTROL WEAKNESSES

Other than the discrepancy with the independent auditing of the accounts, I can report that there were no significant weaknesses in the Commission's internal controls in 2022 that affected the achievement of our objectives.

The Corporate Governance Report has been signed on 17 April 2023.

Glenn Houston

Chair of the Board of Commissioners, Jersey Care Commission



Staff Report



The staff working for the Commission are appointed to the Commission but are employed by the States Employment Board (SEB).

Commission staff are on SEB standard terms and conditions for Civil Servants including matters relating to pension, pay and associated pay increments, flexible working policies. Staff are paid via standard Government of Jersey payroll arrangements.

new roles, the Deputy Chief Inspector, and Head of Business and Performance, were created to replace a previous role of Head of Governance Policy and Standards, to reflect the requirement for more specialised operational and corporate support for the Chief Inspector and the Board.

In 2022, there were 12 permanent staff members. The new Chief Inspector, Becky Sherrington, was appointed in December 2021. Three new Regulation Officers were also appointed during 2022. Two

EXECUTIVE STAFF REMUNERATION POLICY

Staff are paid in accordance with the Civil Service pay scales.

Pay scales range from Civil Service Grade 15 to Civil Service Grade 6. The Chief Inspector is a Grade 15, with one staff member a Grade 13, 7 Staff members Grade 12, one Grade 7 and two Grade 6s. Civil Service pay scales for 2022 can be viewed on the Government of Jersey website. The total cost of staff in 2022 was £770,062.

In respect of fair pay disclosure, the highest paid member of staff received 2.5 times the lower quartile pay and 1.4 times the median pay.





GENDER PAY GAP

The Commission is a small organisation but has conducted gender pay gap analysis.

The pay gap is calculated at 15% for the Commission's executive staff which compares to an average Jersey Gender Pay Gap of 12% and just 2% in the Education and Health sectors according to Statistics Jersey.

It is important to note that the Commission has small numbers of staff which can significantly affect the gender pay gap calculation. As the Commission follows Civil Service policies, staff carrying out the same or similar roles receive equal pay. However, the pay gap at the Commission is probably caused by lower numbers of male staff and the lower quartile in terms of pay being exclusively made up of female staff.



Analysis of the Board of Commissioners was also conducted. There are only seven commissioners, which does make analysis sensitive to small differences, with the Chair as the only male on the Board this magnifies any difference. The pay gap for the Commissioners themselves is 48%.

GENDER BALANCE

Gender balance in the Commission tends to favour female staff in most areas.

Of seven members of the Board of Commissioners, six are female. Of the two most senior positions in the Executive Team one is female, and of the remaining ten officers in the executive team eight are female.

The Commission has committed to following all States Employment Board policies, especially concerning

fair and open recruitment of staff, management of staff and any disciplinary or other matters.

The Commission is also committed to increasing the diversity of its staff and has made enquiries with other small organisations as to the most effective ways it can do this.

USE OF CONTRACTORS AND CONSULTANTS

The Commission makes effective use of contractors and consultants.

Its guidelines on the use of consultancy and temporary staff mirror that of Government. This means that consultants and other temporary staff are utilised:

- where the Commission does not have the skills set required
- where the requirement falls outside the core business of the Commission
- where an external, independent perspective is required

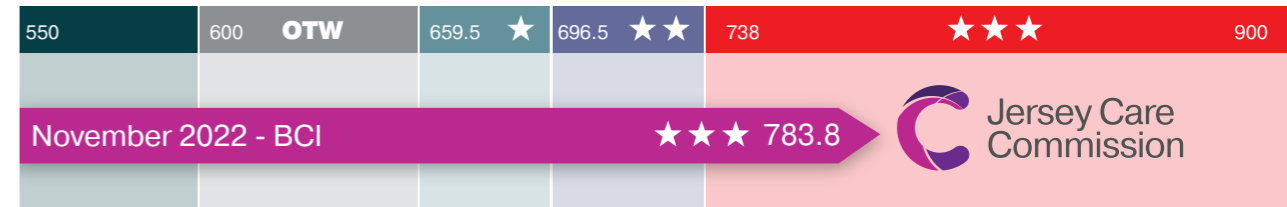
- where there are sound business reasons, for instance where a contractor is the most cost-effective and efficient way of getting the temporary and skilled external input that the Commission requires

In 2022 the total cost of contractors was £76,558. These costs were incurred by several contracts including the Picker Institute hospital survey, the IT registration project, consultants to support the development of new Standards and the communications contract.

STAFF ENGAGEMENT

During 2022 the Commission underwent a 'Pulse Survey' to establish engagement of staff and seek feedback from staff on their views about the organisation. The overall results class the Commission in the top category.

BCI INDEX SCORE



- The BCI (Best Companies Index) score is a recognised standard for employee engagement calculated by combining the responses to eight workplace factors.
- The BCI score is on a scale of 1-1000, although most companies fall between 475 and 900

OTW (one to watch)	GOOD
★	VERY GOOD
★★	OUTSTANDING
★★★	WORLD CLASS

The Commission intends to build on this positive baseline to help it meet the challenges associated with regulating new areas of activity. To help deliver the expansion and onboard new staff, the Commission refreshed its induction programme in 2022, reviewed its training offer and developed a new training matrix. It also ensured there was structured

supervision and a robust annual appraisal system in place for all staff. All these actions contribute to the positive engagement score and will assist in delivering an expanded remit.

EMPLOYEE WELLBEING

As an arm's-length body with staff employed by the States Employment Board, the Commission benefits from Government staff wellbeing arrangements including with Occupational Health provider AXA providing the health surveillance offer, and the Employee Assistance Programme.



Sustainability Report

This is the Commission's second sustainability report. In 2019, the States Assembly declared a climate emergency and, in doing so, recognised that climate change could have profound effects in Jersey.

As a result, the Carbon Neutral Strategy was developed and was agreed by the States Assembly in February 2020. The Commission will therefore consider the impact on the environment of its staff and their vehicles, the office accommodation and the services it delivers.

To manage its environmental performance and to reduce the impact on the environment caused by its day-to-day operations, the Commission will mirror the Government of Jersey's objectives, as set out in its annual report.

Specifically, the Commission has committed to the following:

- complying fully with the requirements of environmental legislation and approved codes of practice
- reducing pollution, emissions and waste arising from our activities
- reducing the use of all raw materials, energy and supplies
- raising awareness among its staff of environmental matters
- encouraging similar environmental standards from all regulated activities
- participating in discussions about environmental issues.



TRANSPORT AND CARBON EMISSIONS

The Commission does not own or lease any vehicles. Staff members use their cars to visit regulated activities for inspections and associated work. During 2022 the Team considered ways to reduce the number and length of journeys by, for example, convening more meetings virtually and combining visits to lessen the number of trips. Where practical, Regulation Officers conduct visits either on foot or using public transport. However, the location of the providers we visit means this is not always practicable.

The most significant impact in terms of travel has been holding several Board meetings virtually. Two meetings a year are currently virtual, and this has reduced the Commission's carbon footprint. The Commission will continue with the blended approach having a mix of in-person and virtual Board meetings in 2023.

Six of the seven Commissioners live off-island. The Regulation of Care (Jersey) Law 2014 excludes from becoming Commissioners those who have previously worked in or provided a contracted service for which the Ministers for Health and Social Services or Children are responsible. The Law also disqualifies those who have had any other interest in the provision of health or social care in Jersey. This means that many local

candidates for Commissioner are excluded from the role, and this has significantly reduced opportunities for the Commission to take further action in terms of this aspect of its environmental impact.

The International Civil Aviation Organisation (ICAO), has developed a methodology to calculate the carbon dioxide emissions from air travel, enabling the CO2 emissions per passenger to be calculated (<https://www.icao.int/environmental-protection/Carbonoffset>). This has been used to help determine the Commission's overall carbon emissions in 2022, and a comparison has been made with the previous three years (to ensure this includes a pre pandemic year).

Comparing 2022 to 2019, the most recent pre-pandemic year, while air kilometres covered by the Commission have reduced, actual emissions have increased. This is because the ICAO methodology is route specific in calculating emissions per passenger. These are therefore dependent on the aircraft used and average passenger numbers per flight. The outcome is that some routes, such as London routes, are far more efficient in terms of emissions per passenger per "air mile".

	2022	2021	2020	2019
Total distance travelled by air (km)	22,864	14,646	7,614	25,980
CO2 (Kg)	3,477	1,967	943	3,228

CONSUMPTION

Utilities

The Commission moved premises in 2021, and in 2022 the Commission planned to baseline consumption of utilities. However, the way these have been accounted for means it has not been possible to establish this baseline. This is something the Commission will seek to address in 2023.

Paper and Resources

The Commission has continued to reduce its reliance on paper. Increasingly, documents are produced and shared electronically. The Commission's Board no longer relies on documents being printed and uses electronic versions.

Records regarding new service registrations are no longer printed and stored, and the Commission recycles all paper that is used. The online registration project is expected to deliver further opportunities to reduce paper use and will enable individuals, and in the future organisations, to complete the entire process electronically.

No data on consumable usage currently exists, however the Commission is exploring options for gathering and baselining this data.

Other than paper and toner cartridges, there are currently no additional recycling facilities on the Commission's premises. Other materials are recycled by staff through parish recycling schemes.

➤ Finance Report

Under the provisions of the Regulation of Care (Jersey) Law 2014 the Commission is required to:

- keep proper accounts and proper records in relation to the accounts; and
- prepare accounts in respect of each financial year and a report on its operations during the year.

The arrangements governing the use of the Commission's financial resources are set out in paragraphs 19-36 of the Framework Agreement between the Jersey Care Commission and the Department of Strategic Policy, Planning and Performance.

The accountability and assurance arrangements set out in this Framework Agreement are intended to reflect the Code of Practice Principles and accord with the Government of Jersey's Public Finances Manual 2019.

Income forecasts and the expenditure budget are agreed at the beginning of each financial year with the Accountable Officer, the Director General of SPPP. The duties and responsibilities of the Accountable Officer in respect of the Commission are set out in paragraphs 25- 29 of the Framework Agreement.

Income Sources

Income is received from two sources. Fees are derived from healthcare professionals, regulated activities, individuals, and premises. The Commission also receives a budget allocation from the Government of Jersey and this is specified within the core budget. In 2022 this budget allocation was increased to enable the Commission to take on an expanded remit.

The Commission prepares an Annual Business Plan and associated Budget Build setting out objectives, targets and key performance indicators for discussion and agreement with the Board and Accountable Officer. The Commission determines areas of expenditure in accordance with its priorities and commitments, as described in its Annual Business Plan.

The Commission cannot commit to any new expenditure unless it can be met from within available funds, or from an additional recurring, or non-recurring, allocation approved by the Government of Jersey, via SPPP.

The Chief Inspector is required to complete an Annual Financial Assurance Statement which is approved by the Commission before being submitted to the Accountable Officer.

The Government of Jersey provides a financial management service to the Commission, including in relation to its core budget and fee income (Commission funds).

Fees include: -

- Making an initial application for registration as a provider or a manager (Article 4)
- Replacement of registration certificates (Article 8)
- An annual fee for continued registration (Article 9)
- Applying for a variation on conditions of registration (Article 17).

Finance Report

The main components of expenditure consist of pay, including staff salaries and pension contributions, and non-pay, including professional fees, rent and goods and services.

Essential support services including information technology, payroll and legal services are provided directly to the Commission by the Government of Jersey at no direct cost. This represents part of the Government of Jersey's contribution in kind to the overall operation of the Commission.

The Commission is required to complete an Annual Financial Assurance Statement. The Commission's accounts for 2022 are audited as part of the whole of States of Jersey accounts and are published in the States of Jersey Annual Report and Accounts for 2022.

Statement of Comprehensive Net Expenditure

	2022 Budget £	2022 Actual £	2021 Actual £	2020 Actual £
REVENUE				
Fee Income	-324,000	-400,418	-348,986	-338,432
Total Revenue	-324,000	-400,418	-348,986	-338,432
EXPENDITURE				
Staff Expenditure	765,500	770,062	625,077	574,895
Supplies and Services	153,000	151,039	170,869	74,308
Administrative Expenditure	5,000	4,401	4,574	3,796
Premises and Maintenance	78,000	79,744	34,780	2,796
Total Expenditure	1,001,500	1,001,245	835,300	655,795
Net Revenue Expenditure - Funding Received from Government of Jersey	677,500	604,827	486,314	317,363



PERFORMANCE AGAINST BUDGET

Account	2022 Budget	2022 Actual	Variance Fav/Adv
Other Fees	0	(18,302)	18,302
Miscellaneous Income	(324,000)	(382,116)	58,116
Total Income	(324,000)	(400,418)	76,418

Civ Service Perm On Call	0	551	(551)
Civ Service Perm Std OT	0	1,281	(1,281)
Civil Service Perm Basic	618,500	623,453	(4,953)
Civil Service Perm Pension	99,000	98,685	315
Civil Service Perm Soc Sec	40,000	36,445	3,555
Admin Agency Temps	8,000	9,992	(1,992)
Purchased Annual Leave	0	(343)	343
Total Staff Costs	765,500	770,062	(4,562)

Provisions	0	742	(742)
Hired Services	0	(5,301)	5,301
Other Supps & Services	8,000	187	7,813
Non Pay Coronavirus	0	19	(19)
Computer S/W Purchase	0	8,029	(8,029)
Computer H/W Purchase	3,000	9,923	(6,923)
Equipment Purchase	0	115	(115)
Advertising & Publicity	0	11,661	(11,661)
Meals & Entertainment	0	84	(84)
Other Travel	20,000	2,966	17,034
Travel - Air Fares	0	4,656	(4,656)
Travel Air F-Mgt Consultants	0	38	(38)
Mileage Claims	1,000	0	1,000
Hotel Accommodation	0	5,526	(5,526)
Conference & Course Fees	3,000	2,058	942
Removal & Reloc. Exp	0	1,578	(1,578)
Professional Fees	118,000	108,757	9,243
Total Supplies and Services	153,000	151,039	1,961



Account	2022 Budget	2022 Actual	Variance Fav/Adv
General Stationery	2,000	1,193	807
Telephones	1,000	1,514	(514)
Postage	2,000	1,442	558
Other Administrative Costs	0	252	(252)
Total Administrative Expenses	5,000	4,401	599

Furniture	0	2,133	(2,133)
Electricity	0	5,009	(5,009)
Water	0	184	(184)
Rents	77,000	68,033	8,967
General Cleaning	1,000	4,385	(3,385)
Total Premises and Maintenance	78,000	79,744	(1,744)
	677,500	604,827	72,673

In 2022, the Commission received additional funding from the Government of Jersey to support the delivery of the regulation of children's services. This was included in the funding received from the Government of Jersey, although this transfer was not received until the end of the year.

The main budget variances were additional income from fees of £76,418 offset by additional spending on staffing, computer hardware and software, and advertising expenditure. Total staff costs including pensions, social security, overtime and agency staffing were £4,562 over budget.

Appendix 1

THEMES AND GOOD PRACTICE IDENTIFIED FROM THE 2022 INSPECTION PROGRAMME

Introduction

In 2022 we undertook 106 inspections, using the appropriate Standards for the type of organisation being inspected. Our work focused on three key lines of enquiry:

- Safety
- Care and support
- Training

In checking compliance against Standards and Regulations, the inspection reports set out observations on good practice and areas for improvement.

Inspectors focus on the Standards; therefore, the headlines are often about areas of improvement and where Standards still need to be met. We have reviewed our inspection reports to see what the 2022 programme told us about the sector. This

Themes

Empowering care receivers and their families

- Care plans are detailed, reflective of the needs of care receivers and considerate of individual wishes, preferences, and communication styles. They demonstrate a 'can do' approach that supports the care receivers' independence skills
- Where appropriate, relatives are consulted and 'sign off' care plans
- Care receivers influence how often their care plans are reviewed and how often they are asked for feedback on service provision

Being proactive and working in partnership

- Before assessing a care receiver, the provider seeks to work with the referring agency and promotes joint assessments where relevant
- Policies, such as cash handling, have been developed in partnership with other agencies involved with care receivers for continuity and consistency
- Work has been undertaken in conjunction with the Ambulance Service on an approach to preventing and managing fall events

paper highlights the exceptional care provided, and the social care sector's positive impact on islanders' lives in Jersey.

Looking back over the year, we see good practice 'themes' emerging. These are enablers of high-quality provision of care. As such, they are good habits to get into to help meet the Standards and Regulations.

The themes are relevant to all care sectors, but not all the examples will apply across the board. However, the best performing providers will be able to demonstrate good practice in each theme area. Importantly, they can provide clear evidence that the good practice is well established and helps the care provider meet its objectives and Statement of Purpose.

- The needs of the current care receivers are considered alongside any plan to admit new residents
- Where helpful, care receivers have photos that identify which staff will visit them at home or look after them, for example, in respite care. This can be reassuring and help orientate care receivers

- Daily records of care include information on collaborative working with other professionals
- The provider asks for feedback from external professionals on how to improve partnership working every six months

Information sharing and communication

- Notes from residents' meetings are given to all residents, which has helped relatives to talk with their family members about the discussions
- Detailed information about the care receiver's preferences and any 'triggers', where relevant, are recorded in one accessible folder. This can be referred to by all care staff and other professionals involved with the care receiver
- Providers ensure their Statement of Purpose is accessible through posters and guides for care receivers and their families. These include where to turn to for help
- Care receivers know if a home care visit will be delayed or if a different carer will attend and why
- Communication books include pictures of care receivers undertaking activities. These stay with the care receivers, but there is a second copy in case the primary book is lost or damaged
- Pictorial reference boards prompt care receivers about their day and the activities they will be engaged in

Inviting feedback and capturing learning

- Satisfaction surveys are designed for care receivers and use a number and a visual scoring system to capture all views
- Care receivers are supported in developing negotiating skills to help them make a case to change things
- Surveys are undertaken, and coffee mornings are held with family members to seek feedback on how services could improve
- Details of even informal, successfully resolved complaints are logged and analysed to identify patterns or themes
- Care needs assessments and Care plans identify the competencies staff need now and in the future to inform training, development and recruitment plans
- Good practice and staff achievement are recognised and celebrated, including through nomination by fellow staff and other professionals

Independent review and external support

- Quality Assurance reports show commitment to improvement, with ambitious learning and development objectives supported by engagement with an external professional
- Plans are in place to increase the independence of Quality Assurance reports by working with another provider, including peer review
- Quality Assurance reports and staff meetings focus on what support staff need. For example, external professionals might provide support with Health and Safety legislation or the Capacity and Self Determination Law
- Staff are offered monthly clinical supervision with an independent counsellor
- Monthly reports include key clinical indicators like pressure ulcers, infections, weight and accident management. External auditors carry out a three-monthly audit
- Unannounced 'spot checks' are carried out periodically to confirm that care receivers are happy / care and support are being provided as planned

Appendix 2

2022 INSPECTION QUALITY ASSURANCE

The Commission adopts a ‘right touch’ approach to regulation, only resorting to escalation and enforcement processes when necessary. Wherever possible, we work in partnership with providers and other agencies, identifying areas of good practice as well as areas for improvement.

We value feedback from the regulated sector about all aspects of our work and particularly about the inspection process. In 2022 we carried out 106 inspections of regulated activity and asked for feedback after each inspection.

We received 34 responses; on average we received a 99% positive response to the questions.

This year’s feedback focused on 6 key areas.



1 INSPECTION RECEPTION

The response to the inspection carried out was positive with respondents noting the professional, constructive and informative nature of the inspector



- I felt the inspection was carried out very professionally. Both Residents and staff that the Regulation Officer spent time with offered positive feedback
- The team and I are happy with how the process was carried out. The Regulation Officer made all those that she spoke to feel at ease
- Discussion on progress with improvements. The discussion was supportive, fair and objective
- The inspector was very open and informative
- The Inspector provided a summary, it was fair and I believe accurate. The Inspector was constructive and offered some useful advice

2 INSPECTION REPORTS

The resulting reports from the inspections were noted as being fair, constructive and providing valuable insight



- The inspection process is fair and provides valuable insight into how our services are functioning and what we can do to make improvements
- Yes, I think it is a great tool to give independent assurance to our care receivers/family
- I find that the inspections are collaborative and give constructive feedback which enables continual improvement of the service

3 STAFF MOTIVATION

Several respondents noted the positive impact the results of the inspection reports had on the whole team who felt motivated and valued by the inspector



- The Regulation Officer has written a very reflective report of the Provider, the children and the staff. It was lovely to see so many positive comments from parents/professionals/staff within the report
- The inspection had a positive impact on the whole team. We are all continuing to ensure that standards are met and maintained
- Very good it's nice to read the inspection report and find out how well the carers are appreciated. I got some good advice and suggestions to help the business and myself

4 HELPFUL SUPPORT

Outside of inspections, when respondents had a need to contact the Commission they had a positive experience



- I have had to contact the Care Commission on several occasions for advice. Exceptionally helpful and reassuring that I was following correct procedures
- I have a good rapport with the Regulation Officer and have spoken to them for advice on several occasions. This has always been helpful

5 ENGAGEMENT

A common theme that was expressed by respondents was that they would like to see the Commission have more engagement with providers, carers and the public



- I think the JCC could engage with the carers more throughout the year not just inspection time. Some carer's feedback being regularly sought could give more eyes on the ground accounts to the JCC
- I would like to see the Commission recognising and celebrating good practice/services. Publicity is always negative
- The Jersey Care Commission held a series of workshops during the developments of the JCC standards and the Home Care Agencies Statement of Purpose. Besides meeting their objectives, the workshops brought people together to communicate and share ideas

6 AWARENESS

It was generally felt that there was not enough awareness and understanding of what the regulator does by the general public and this should be improved

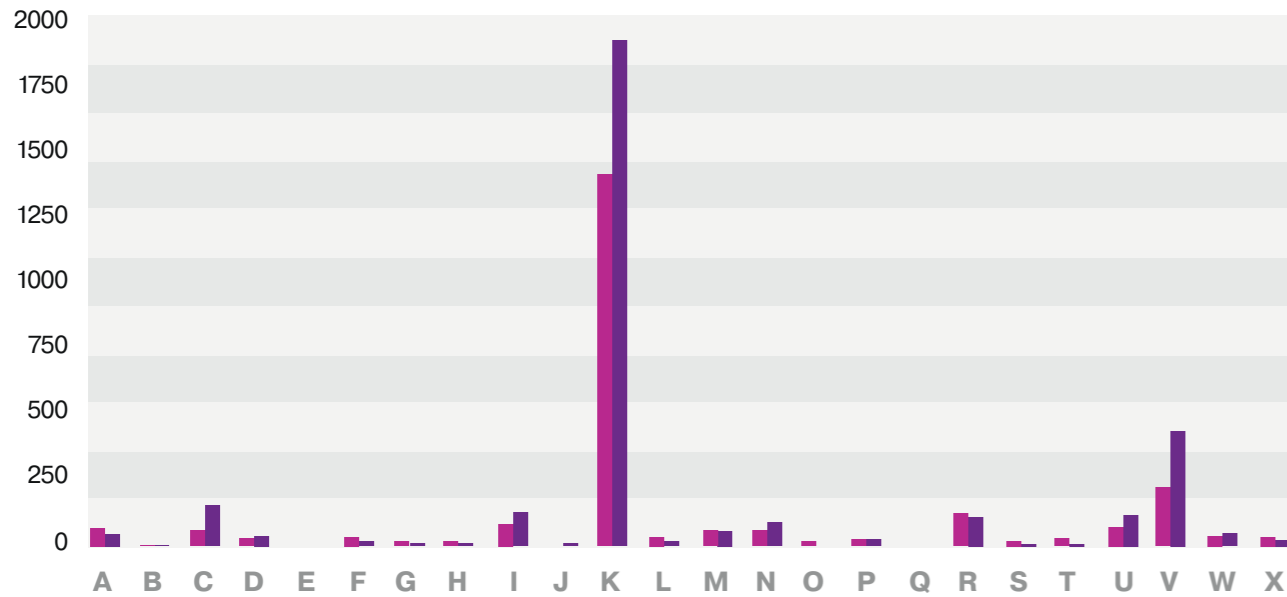
- In the care industry yes I do feel the profile is high, I would say that the general public may not have a full understanding of the commission and its role
- I am not sure the public have a full understanding of the JCCs role however I do think the commission are making progress to raise their profile
- The Care Commission has a high profile for those involved in the Care sector. I believe everyone in this sector understands its role and function. Unsure if the general public would understand their role unless they had specific dealings

Appendix 3

HEALTH REGISTRATIONS

2022 — 2021

	2022	2021
A - Ambulance Paramedic	67	47
B - Art Therapist	3	3
C - Biomedical Scientist	62	145
D - Chiropodist	13	17
E - Chiropractor	29	31
F - Clinical Scientist	36	19
G - Clinical Psychologist	1	3
H - Dietitian	13	7
I - Midwife	86	125
J - Midwife Prescribing Practitioner	0	1
K - Nurse	1337	1811
L - Nurse Independent Prescriber	40	22
M - Occupational Therapist	55	55
N - Operating Department Practitioner	42	85
O - Orthoptist	7	4
P - Osteopath	10	6
Q - Paramedic Independent Prescriber	1	0
R - Physiotherapist	124	110
S - Podiatrist	17	14
T - Psychotherapist	31	13
U - Radiographer	71	113
V - Social Worker	211	417
W - Specialist Community Public Health Nurse	40	46
X - Speech and Language Therapist	33	22
TOTAL	2329	3116

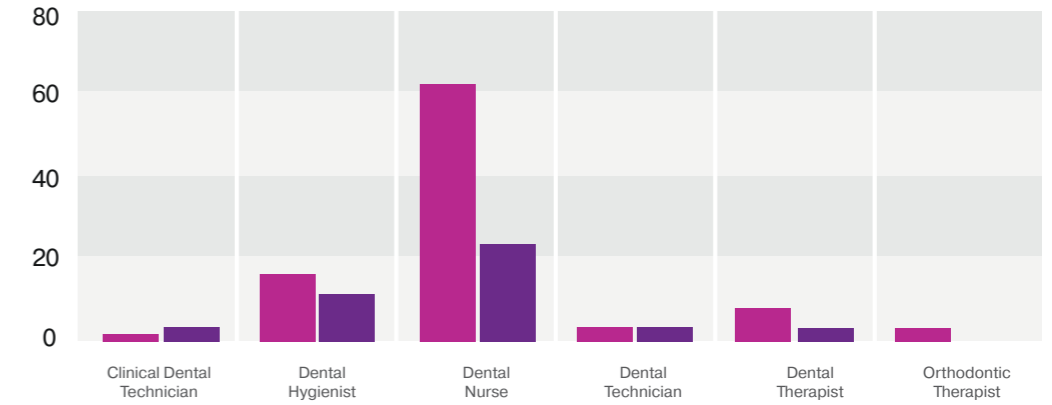


DENTAL REGISTRATIONS

	2022	2021
Clinical Dental Technician	2	1
Dental Hygienist	17	11
Dental Nurse	68	26
Dental Technician	4	4
Dental Therapist	6	3
Orthodontic Therapist	3	0
TOTAL	100	45

2022 — 2021

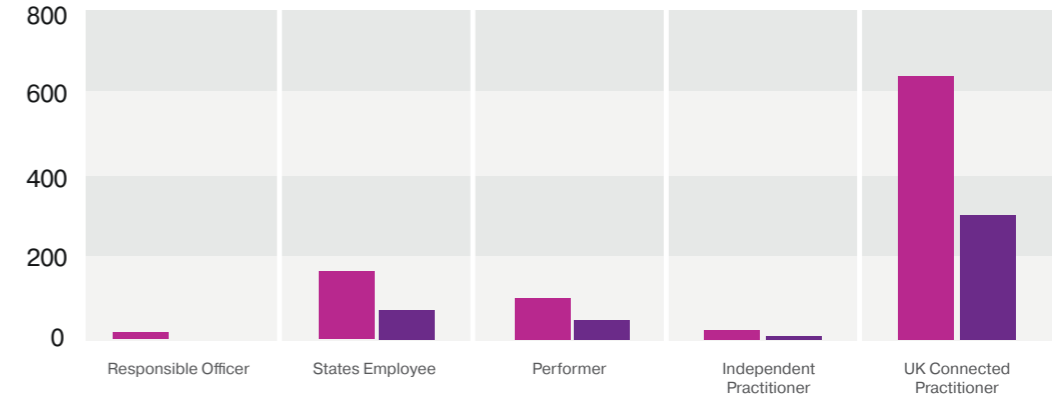
It is noted there is an increase in Dental Nurses from 2021 (26) to 2022 (68).



MEDICAL REGISTRATIONS

	2022	2021
Responsible Officer	1	0
States Employee	188	88
Performer	105	63
Independent Practitioner	14	8
UK Connected Practitioner	618	302
TOTAL	926	461

2022 — 2021

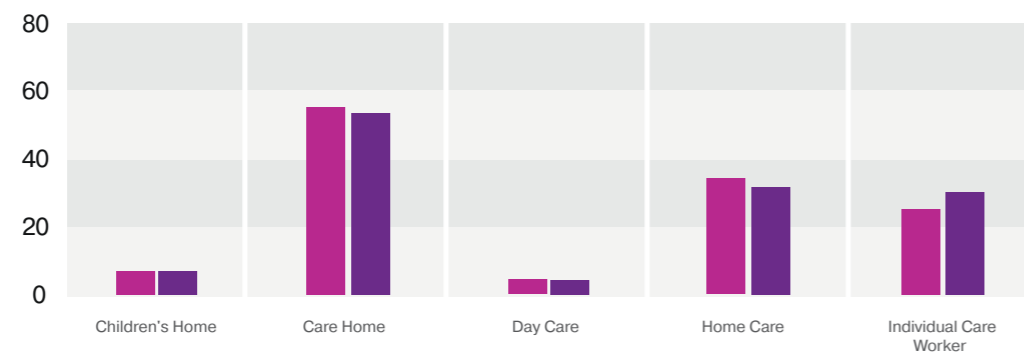


Appendix 3

CARE SERVICES

	2022	2021
Children's Home	7	7
Care Home	57	55
Day Care	5	5
Home Care	37	34
Individual Care Worker	23	27
TOTAL	129	128

2022 —
2021 —

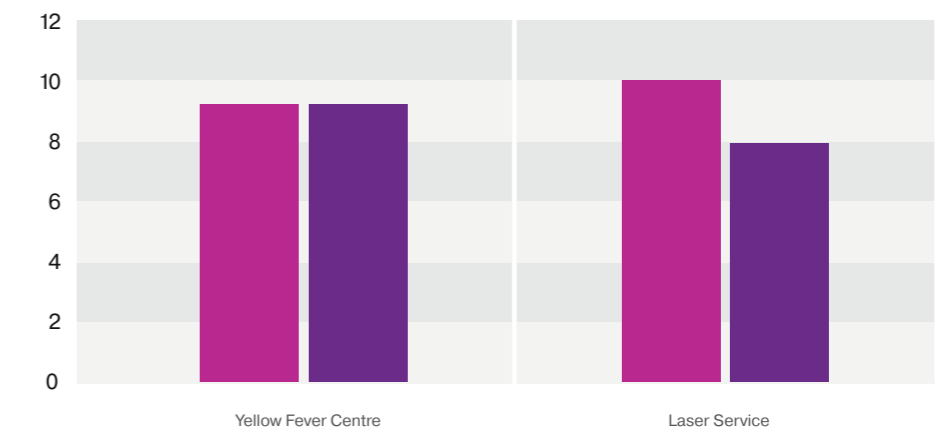


YELLOW FEVER & LASER SERVICE REGISTRATION

	2022	2021
Yellow Fever Centre	9	9
Laser Service	10	8
TOTAL	19	17

2022 —
2021 —

The number of registrations for Yellow Fever centres has been consistent but laser services have seen a small increase.

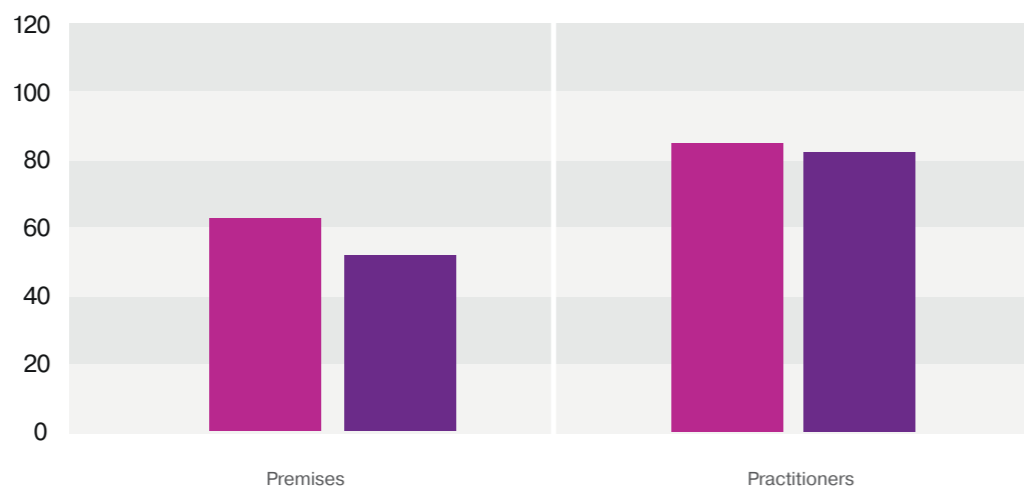


PIERCING & TATOING

	2022	2021
Premises	67	53
Practitioners	87	83

2022 —
2021 —

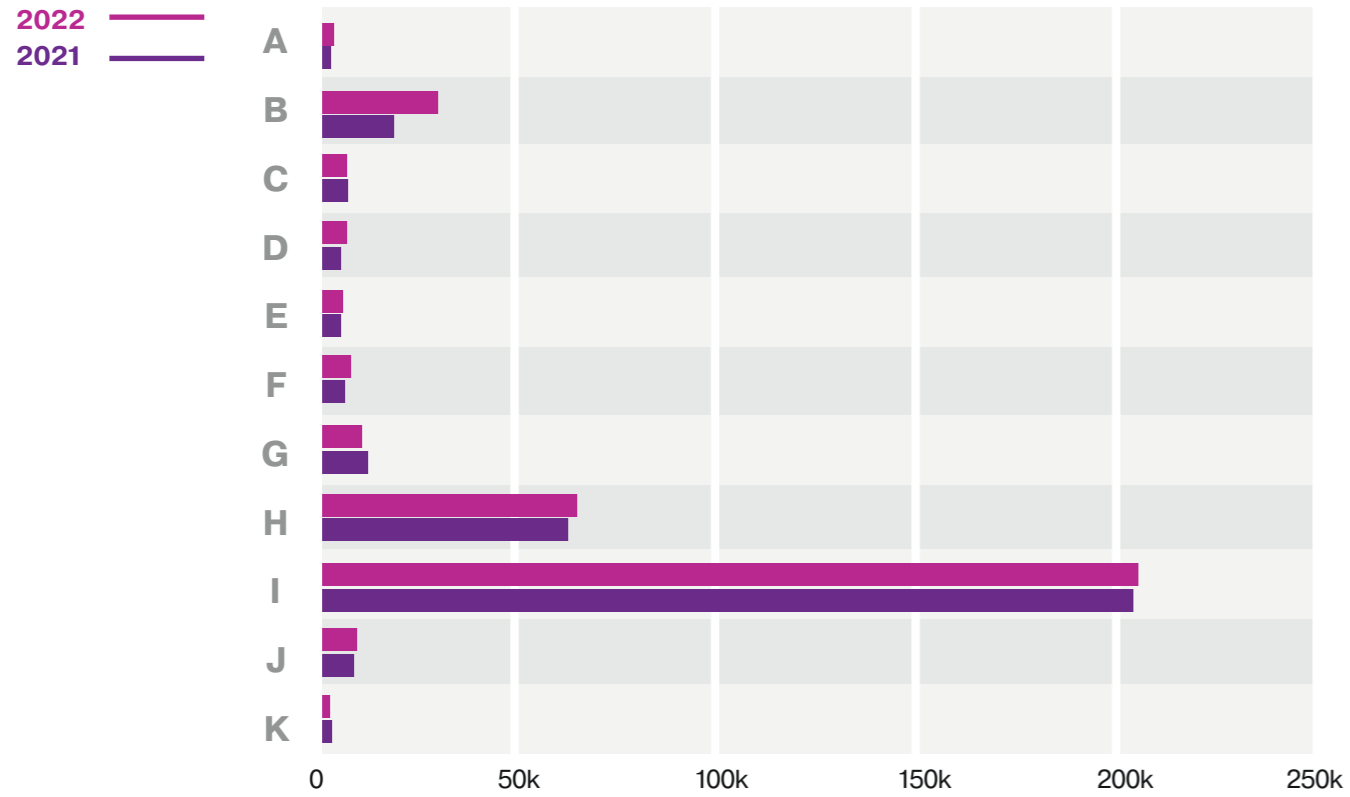
There was an increase in the both the number of premises and practitioners registered with the Commission from 53 premises and 83 practitioners in 2021, to 67 premises and 87 practitioners in 2022.



Appendix 3

REGISTRATION FEES

Dental Registrations	2022	2021
A - Yellow Fever	£1,916.01	£1,916.01
B - Medical Practitioners	£28,406.25	£17,250
C - Dental registrations	£5,134.18	£5,775
D - Laser services	£3,187.76	£4,593.48
E - P&T Practitioner	£4,785	£4,565
F - P&T Premises	£6,700	£5,300
G - Day Care Service	£9,131.90	£7,648.55
H - Home Care Service	£62,272.68	£53,056.68
I - Care Home Service	£218,390.25	£216,092.60
J - Children's Services (budget with CYPES)	£14,871.71	£7,837.67
K - Individual Carer	£1,238.32	£1,383.75
TOTAL	£356,034.06	£325,418.74





Jersey Care Commission

**Providing independent assurance, promoting
best practice and improving health and social
care outcomes for the people of Jersey.**

Telephone + 44 (0) 1534 445801
Email enquiries@carecommission.je

1st Floor, Capital House, 8 Church Street, St Helier, JE2 3NN

www.carecommission.je