



2024

Annual Report

R.87/2025



Jersey Care
Commission



Jersey Care
Commission

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Foreword

by the Chair of the Board
of Commissioners



Dr Nigel Acheson

Chair of the Jersey Care Commission

It is a privilege to introduce the Jersey Care Commission's Annual Report for 2024, having taken up the role of Chair on 1st January 2025. While I was not in post during the period covered by this report, I have been deeply impressed by the commitment and professionalism of the Board, Chief Inspector, and staff, and by the vital role the Commission plays in efforts to ensure the quality and safety of health and social care in Jersey.



The past year has been a significant one for the Commission, with continued progress in extending regulatory oversight and further embedding the Commission's role in improving care standards. This report sets out the work undertaken throughout 2024 to regulate, inspect, and engage with care providers, service users, and other stakeholders. It also highlights the Commission's ongoing commitment to robust, independent regulation that promotes best practice and challenges poor performance.

As I step into this role, I am conscious of the importance of maintaining the trust and confidence of those who rely on the Commission's work. Looking ahead, I am

committed to supporting the Commission as it continues to evolve, ensuring that regulation remains responsive to the needs of Islanders and that our oversight contributes meaningfully to the delivery of safe, high-quality care.

I would like to acknowledge the leadership of my predecessor, Glenn Houston, and the dedication of the Commissioners and staff who have worked tirelessly throughout 2024. Their efforts have laid a strong foundation for the work ahead.

I look forward to working with all those who share a commitment to improving care services in Jersey and to supporting the Commission in delivering its crucial mission.

Nigel Adheson

A message

from the Outgoing Chair



Glenn Houston

Outgoing Chair, Jersey Care Commission

When the Commission became fully independent on 1 January 2019, we took on the vital task of regulating care homes, home care services, and children's homes. Our work focused on setting robust standards and building trust with service providers, ensuring that Islanders receiving care in these settings could rely on safe, high-quality, person-centred support.

In 2023, we reached another important milestone, expanding our remit to incorporate children's services, including children's social services and Child and Adolescent Mental Health Services (CAMHS). Now, as I hand over responsibility to a new Chair, the Island is on the cusp of yet another crucial development, the planned introduction of regulation for acute Hospital, Ambulance, and Adult Mental Health Services.

This further expansion represents a natural and essential evolution of the Commission's work. It will further embed the principles of safety, quality, and accountability into the fabric of Jersey's health and social care system. Extending independent regulation to incorporate acute Hospital, Ambulance, and Adult Mental Health Services confirms that Jersey is committed to putting people first, to ensuring that care is equitable and of a high standard and is an important commitment to safeguarding those who are most vulnerable.

Regulation has always been about protecting people and improving services. Through inspections, the Commission identifies good practice and areas for improvement, offering guidance that empowers care providers to meet and exceed standards. Extending this oversight to acute Hospital, Ambulance, and Adult Mental Health Services will provide Islanders with independent assurance about the extent to which these services are operating effectively and safely.

Good regulation is not punitive; it is collaborative, supportive and developmental. Over the years, I have seen how providers have embraced the Regulations and Standards, using them as a framework for development and innovation. This culture of continuous improvement benefits everyone. For the hospital, it means refining patient care pathways. For mental health services, it ensures that support is timely, compassionate, and effective. For the ambulance service, it helps to ensure that Islanders can rely on a responsive and professional first point of contact.

Public trust is a cornerstone of any health and social care system. Islanders wish to know that the services they depend on are independently assessed, transparent in their operations,

and consistently improving. One of Jersey's greatest strengths is its commitment to progress. Becoming a well-regulated jurisdiction has brought Jersey into alignment with UK and international best practices, demonstrating a forward-thinking, responsible Island that prioritises its people.

Regulation has strengthened Jersey's reputation globally. By committing to high standards, we send a powerful message to those considering Jersey as a place to live, work, or invest. It signals that as a jurisdiction Jersey values fairness, accountability, and transparency.

I take with me immense pride in the progress the Commission has made. However, I am equally aware of the significant work that remains. The introduction of regulation for acute Hospital, Ambulance, and Adult Mental Health Services is a vital next step. It will not be without challenge. Regulation requires collaboration, investment, and a shared commitment to improvement. But the benefits; safer services, empowered providers, and increased public confidence in the health and social care system - far outweigh the costs.

To my successor, Dr Nigel Acheson, my fellow Commissioners, and all those working tirelessly to improve care in Jersey, I offer my heartfelt thanks and appreciation. This work matters. It matters to the people who rely on health and care services, to those who deliver them, and to the future of this Island.

I leave with a deep sense of gratitude for having had the opportunity to play a particular role in Jersey's regulatory journey. Regulation is not about rules and oversight; it is about people. It is about ensuring that every Islander, whether they are a child in care, an adult receiving support at home, or a patient in hospital, can trust in the quality and safety of their care.

The expansion of regulation to new services will be a landmark moment. It will reinforce Jersey's commitment to putting people first and securing its rightful place as a well-regulated, forward-thinking jurisdiction. I am proud to have been part of this journey and look forward with anticipation to see how it continues to unfold in the years ahead. At its heart, regulation is about one thing: making care better. And that is a legacy worth valuing and building upon.

OUR 2024 HIGHLIGHTS



Prepared for regulation of acute Hospital, Ambulance, and Adult Mental Health Services by consulting on and preparing new standards



Published information on feedback and complaints in a child-friendly format



Developed the



INSPECTION
METHODOLOGY



INSPECTION
HANDBOOK

to support regulation of acute Hospital, Ambulance and Adult Mental Health Services



Prepared for and undertook

114
statutory inspections,

a further **nine** inspections, and **two reviews** publishing the resulting reports

WENT LIVE IN
2024

Delivered the

DIGITAL REGISTRATION SYSTEM AND PORTAL

to enable health and social care professionals to access on-line registration and update their own details



As part of the Commission's

#CareConversation

met with care providers and service users to hear more about the value of regulation and the impact this has on the services they provide or receive.



Registered and renewed the registrations of

3900+

Health and Social Care workers to enable them to work in Jersey

nmc
Nursing &
Midwifery
Council

Worked with professional regulatory bodies such as the **General Medical Council**, and the **Nursing and Midwifery Council**, to ensure protection of title¹ and that professionals working in Jersey are subject to robust fitness-to-practise processes when required

**General
Medical
Council**



Hosted a **Health and Social Care Sector** engagement event for registered providers

Hosted an event in conjunction with the Chamber of Commerce on “**Regulation-do we get the balance right?**”

Hosted an event **raising the profile of the risks and issues of overseas recruitment**, with the support of care providers and Friends of Africa



Joined as an Organisation Member of the Institute of Regulation



Continued to develop partnerships with UK Regulators, including agreeing to working with the **Care Quality Commission** in England to support the regulation of acute Hospital, Ambulance, and Adult Mental Health Services

ATTENDED & PRESENTED

at the **European Partnership for Supervisory Organisations in Health Services and Social Care (EPSO)**



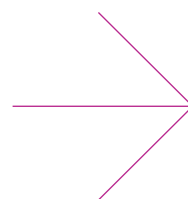
¹ Makes sure that titles associated with a profession can only be used by those who are registered in that profession.



About the Jersey Care Commission

The Commission was established by the Regulation of Care (Jersey) Law 2014. The Law sets out our functions, powers, duties and responsibilities, 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 structure is shown on page 13. The Commission engages independent contractors to deliver specific projects requiring additional skills and expertise.



Our Vision

The Jersey Care Commission is a trusted and proactive regulator, promoting excellence and inspiring confidence in health and social care services, enabling improved care outcomes for the people of Jersey.



Our Mission

The Jersey Care Commission is dedicated to regulating, inspecting, and supporting improvements in the delivery of care services, to best meet the assessed needs of the people of Jersey. We are committed to ensuring that individuals receive high-quality, safe, and person-centred care, where their rights, needs, and choices are central to service delivery.



Our Strategic Priorities

Our primary purpose is to provide assurance about the safety, quality, and compliance with legislation and standards of regulated health and social care providers in Jersey.

Our strategic priorities are 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 help enable their voice, 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.



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.

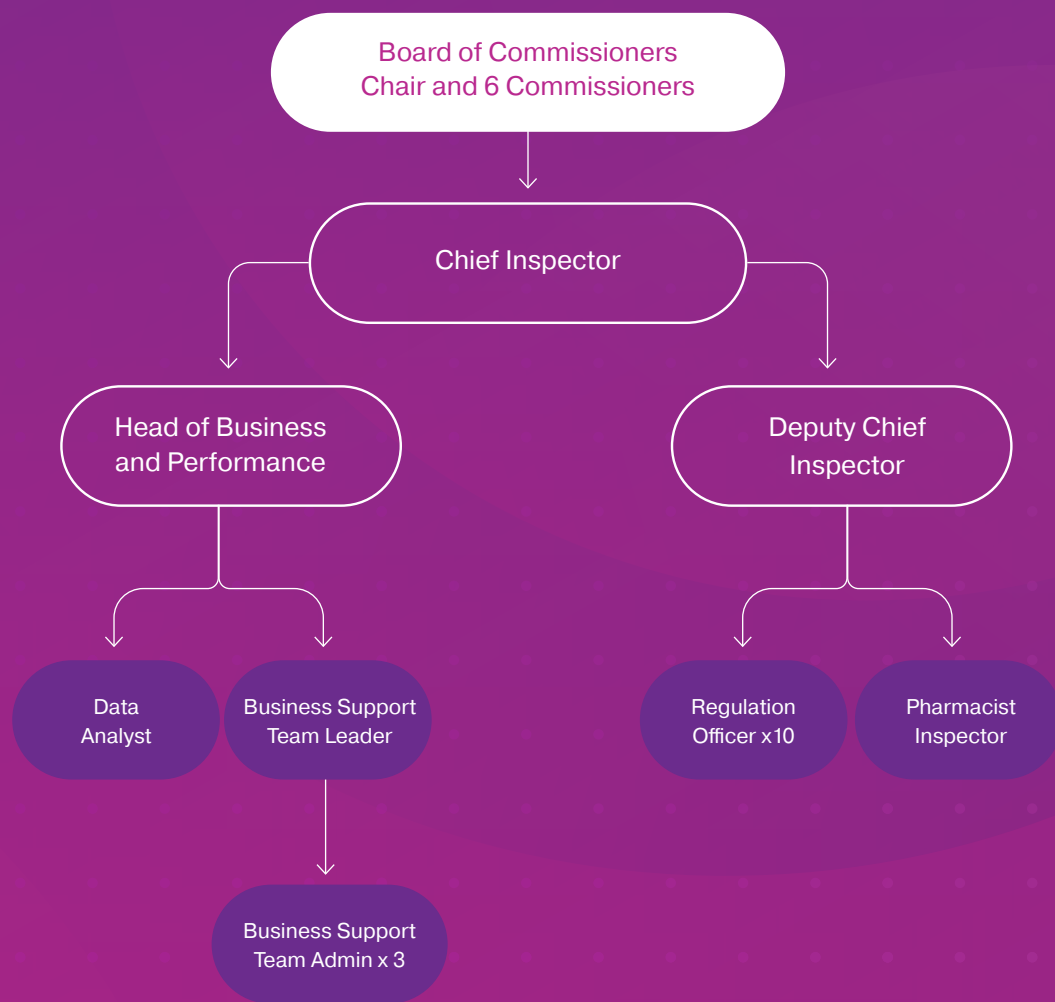
How we work



We embrace the "Right-touch" regulation principles outlined by the UK's Professional Standards Authority. These state that regulation should 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 unintended consequences
- **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.

Our Structure in 2024





Performance Report

The Commission is an independent regulatory body, funded in part by fees collected from registered health and social care providers and registered professionals. However, a significant portion of its income is derived from Government funding, both as core financial support and to specifically resource the regulation of public sector providers.

As a public regulator, the Commission plays a crucial role in supporting the Government of Jersey in delivering its strategic objectives. The Government's long-term priorities are articulated in the Jersey Performance Framework and the Island Outcome Indicators, which measure progress towards Jersey's sustainable wellbeing goals.

SUSTAINABLE WELLBEING AND THE COMMISSION'S ROLE

Sustainable wellbeing provides a holistic measure of societal progress, assessing key factors that contribute to overall quality of life. The Jersey Performance Framework focuses on three core areas:

Community wellbeing

Enhancing the quality of life for Jersey residents

Environmental wellbeing

Protecting and improving the natural environment

Economic wellbeing

Ensuring a stable and thriving economy



The Commission primarily contributes to Community Wellbeing, with the Government setting clear objectives for its role in this area:

- Providing independent assurance to the public on the quality, safety, and effectiveness of Island services
- Ensuring all providers uphold high standards of care, with swift identification and intervention where care falls below expected standards
- Fostering public confidence in the Commission as an effective, relevant, and value-for-money regulator.

In addition to its contributions to Community Wellbeing, the Commission recognises its role in supporting Economic and Environmental Wellbeing. By adopting a right-touch regulatory approach, the Commission ensures that regulation is proportionate, risk-based, and responsive, balancing the need for robust oversight with the importance of enabling a sustainable and well-functioning care sector.



Chief Inspector's Report

2024: A Year of Growth, Innovation, and Collaboration

As I reflect on 2024, I am proud of the progress the Commission has made in continuing to strengthen care standards for Islanders. This year has been one of growth and innovation, underpinned by our absolute commitment to collaboration and safeguarding.

Transparency has remained a guiding principle. Through our public consultation on the draft Single Assessment Framework, we laid the groundwork for a standardised approach to inspecting acute Hospital, Ambulance, and Adult Mental Health Services. This milestone reflects our ongoing commitment to accountability and improvement.

We also took steps to engage with the public and stakeholders through initiatives like the #CareConversation campaign, which encouraged meaningful dialogue with care providers and Islanders about the vital role of regulation. Additionally, we hosted Jersey's first joint regulatory event, bringing together industry leaders to discuss balancing business growth with the need for robust safeguards. We also held our annual engagement event with all registered managers from across the sectors we regulate.

Operationally, we delivered on our objectives, conducting 125 inspections or reviews and offering vital support through our daily duty system. In addition, we completed inspections across all services new to regulation, covering areas such as children's social care, adoption,

fostering, social work, contact centres, care in special schools, community and family nursing, and children's homes.

Meanwhile, the launch of a brand-new digital system has streamlined healthcare professional registration, while a thorough review of our processes has identified new opportunities for improvement, ensuring we remain agile in a changing landscape.

Staff development has been at the heart of our progress. Our professional and multidisciplinary team embraced opportunities to learn and lead, from shadowing inspections in the UK to attending the ERASMUS international regulatory course and presenting at the EPSO-Net conference. We also had the privilege of chairing global discussions as part of international working groups.

These experiences have boosted our team's expertise and reinforced our commitment to maintaining excellence across Jersey's care sector.

Collaboration has also been a cornerstone of our success. We have deepened ties with other regulators, including the Care Quality Commission (CQC) and the Isle of Man, and partnered with the Royal College of Psychiatrists to deliver Jersey's first independent regulatory inspection of Child and Adolescent Mental Health Services (CAMHS).



As we prepare for the future, I want to recognise the leadership of the previous Chair, Glenn Houston. Glenn was instrumental in establishing a strong and stable foundation for the Commission. With a new Chair now in post, we are excited to build on this legacy and embrace the opportunities of the years ahead.

This report reflects the genuine efforts of a team fully invested in their work and the impact it has on Islanders' lives. Our forward-looking approach inspires confidence in the future as we remain resolute in our mission to deliver robust regulation, foster collaboration, and safeguard the wellbeing of Islanders.

Becky Sherrington

Becky Sherrington

Chief Inspector



26 March 2025

Our Strategic Objectives

In 2024, we transitioned to a four-year rolling Business Plan aligning with the Government of Jersey budget, reflecting the complexity and scale of our objectives, and recognising that meaningful progress requires a longer-term approach. To support this, we established six strategic objectives, acknowledging that not all will be achieved within a single year. In future years, we will provide a more detailed annual plan setting out specific deliverables for each year within the broader strategic framework.

Our Objectives for the four years 2024-2027:

1

Enhance the effectiveness of regulation and inspection

Deliver effective regulation and inspection of health and social care services in Jersey, with a focus on continuously improving outcomes for people who use services.

2

Collaborate with providers, government and other stakeholders

Foster meaningful engagement and collaboration with key stakeholders, including the Government of Jersey, to create and refine regulations, standards, and inspection methodologies.

3

Engage with and empower service users, their families and the community

Empower service users by actively seeking input from them, from third sector organisations, and from other stakeholders to make sure the voices of people who use services and their advocates are heard and integrated into all aspects of the Commission's activities.

4

Maintain a comprehensive Professional Register

Maintain an accurate and complete public facing register of health and social care professionals working in Jersey, making the necessary amendments, taking account of changes notified to the Commission by registrants.

5

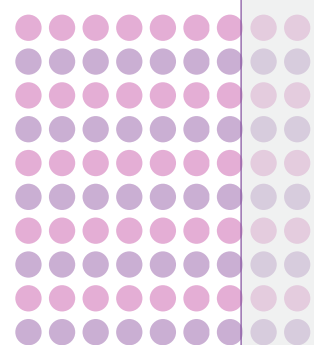
Invest in technology and data analytics to drive innovation, streamline processes, and make data-informed decisions

Over the four-year business planning cycle we will invest in improving the Commission's capability to collect, analyse and process information and intelligence related to regulated activities and registered individuals, enabling data-driven insights to support informed decision-making, and compliance with information management best practice.

6

Sustain financial resilience and growth

Maintain a strong financial resource base, making appropriate use of public funding to support the Commission's core functions and the planned expansion of its regulatory role to encompass a wider range of health and social care services. Make sure the Commission remains agile and resilient through effective corporate governance, learning and development and growth plans.



Performance Analysis

To track our progress in delivering our Business Plan objectives, we developed a performance framework that defines clear delivery goals and Key Performance Indicators (KPIs). This framework ensures that each strategic objective is supported by measurable targets, enabling us to assess our performance and drive improvement.

The performance analysis critically examines our performance against these priorities.



1 - ENHANCE THE EFFECTIVENESS OF REGULATION AND INSPECTION

Deliver effective regulation and inspection of health and social care services in Jersey, with a focus on continuously improving outcomes for people who use services.

We do this by applying best practice in developing appropriate standards, in conducting annual inspections and in delivering inspection reports with recommendations for improvements, to seek to ensure the highest quality of care and safety for people in Jersey.

Where areas of improvement are identified, appropriate levels of monitoring are put in place, such as, follow up focused inspections, monitoring visits and updates from providers on progress. Where necessary the Commission follows its formal escalation and enforcement process. These interventions provide assurance to the Commission that services are actively working towards development which meets the required standards.

PROGRESS IN 2024

Throughout 2024, we made significant strides in enhancing the effectiveness of regulation and inspection. Our focus has been on refining the regulatory framework, strengthening inspection processes, and ensuring consistency and accuracy in our reports.

- ▶ **Regulatory Framework Review:**
We reviewed existing frameworks, identifying areas for improvement and potential gaps in oversight.
- ▶ **Stakeholder Engagement:**
We engaged extensively with service providers, service users, and subject matter experts to gather insights and inform regulatory updates.
- ▶ **Quality Assurance in Inspections:**
Following feedback, we implemented changes to our inspection reports, to enhance the readability and structure, ensuring they provide clear and actionable recommendations.
- ▶ **New Standards Development:**
We advanced preparations for the regulation of acute Hospital, Ambulance and Adult Mental Health Services, developing new standards and inspection methodologies to support this expansion.
- ▶ **Support for Newly Regulated Services:**
We continued to provide targeted guidance and support to service providers newly brought into the regulatory framework, helping them navigate compliance requirements and embed best practices.

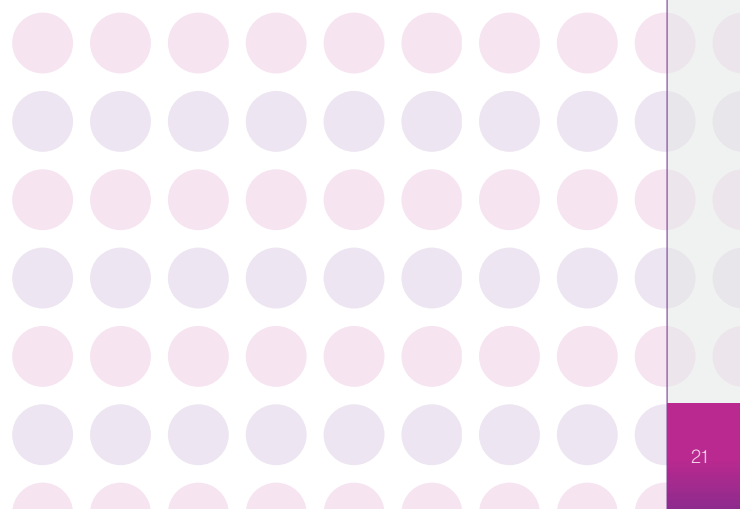




NEXT STEPS

Building on the progress made in 2024, we will continue to refine and expand our regulatory approach in the coming year, focusing on both ongoing improvements and preparations for new areas of regulation.

- **Preparation for regulation of acute Hospital, Ambulance, and Adult Mental Health Services:** In 2024, we established a dedicated project team to oversee the introduction of regulation in these sectors. The team will continue working closely with stakeholders to develop new standards and help ensure providers are informed and prepared.
- **Provider Readiness and support:** We will continue to identify opportunities to support providers by delivering workshops and guidance sessions for both current and new service providers and their staff, ensuring they are well-prepared for regulation and the inspection process and understand the expectations of the regulatory framework.
- **Ongoing Evaluation and Improvement:** We will continue gathering feedback from service users and providers to assess the impact of regulation and ensure it remains effective and proportionate.
- **Development of a Risk-Based Inspection Model:** Building on our risk-based approach, we will begin designing a comprehensive risk assessment framework to support a proportionate, intelligence-led approach to all inspections and interventions, ensuring resources are focused where they are most needed.



KEY PROJECT UPDATE:

PREPARING FOR REGULATION OF ACUTE HOSPITAL, AMBULANCE AND ADULT MENTAL HEALTH SERVICES

PROGRESS IN 2024

In 2024, significant progress was made in preparing for the regulation of acute Hospital, Ambulance, and Adult Mental Health Services in Jersey. This work laid the foundation for a smooth transition to regulatory oversight in these areas, ensuring that providers understand the standards and the process, and are supported in meeting expectations.

- **Development of Regulatory Standards:** New standards for acute Hospital, Ambulance, and Adult Mental Health Services were developed, ensuring they reflect best practice, local needs, and international regulatory principles.
- **Stakeholder Engagement and Collaboration:** We worked closely with key stakeholders, including government departments, service providers, professional bodies, and patient advocacy groups, to ensure a shared understanding of the forthcoming regulatory requirements.
- **Provider Readiness and Support:** Targeted engagement sessions and workshops were delivered to help providers prepare for regulation. These sessions outlined expectations, inspection methodologies, and compliance requirements.
- **Recruitment and Capacity Building:** Internal capacity was strengthened in preparation for these new regulatory responsibilities, with additional expertise brought in where necessary to support the expansion.
- **Inspection Planning and Methodology Development:** Inspection frameworks and methodologies were refined to align with the complexities of regulating acute Hospital, Ambulance, and Adult Mental Health Services. Trial assessments were conducted to test and refine processes.
- **Notifications Workstream:** The Notifications process, where providers must tell us about certain changes, events and incidents that affect their service or the people who use it, has been reviewed to ensure it aligns with legal requirements while remaining practical for providers and the Commission. A thorough consultation was undertaken with all relevant stakeholders to refine the scope and content of Notifications. The Notifications Working Group is now streamlining the reporting process to support compliance without imposing an undue administrative burden on providers or the Commission, striking a balance between regulatory oversight and operational efficiency.
- **Data Request Workstream:** The data request workstream developed a structured approach to information gathering, introducing two levels of data requests. This tiered system enables the Commission to collect essential data and intelligence ahead of inspections in a proportionate manner. The first level focuses on routine data submissions that provide an overview of service performance, while the second level allows for more detailed information requests in cases where further scrutiny is required. This approach ensures that inspections are well-informed and evidence-based, supporting effective regulation while minimising unnecessary demands on providers.

NEXT STEPS

As we move forward, we will continue refining our approach and working collaboratively with stakeholders to enable a seamless transition to regulation in these areas.

- **Finalise and Implement New Standards:** We will complete any necessary refinements to the regulatory standards and begin implementation across acute Hospital, Ambulance, and Adult Mental Health Services.
- **Provider Readiness and Support:** We will continue to work with service providers to help them fully prepare for regulation, offering guidance, training, and practical support.
- **Preparing for Inspections:** We will begin preparation for regulatory inspections, applying our new methodologies while ensuring a fair, transparent, and supportive approach for newly regulated providers.

- **Monitoring and Refinement:** The effectiveness of the regulatory framework will be reviewed, and any necessary adjustments will be made based on feedback from stakeholders and early inspection findings.
- **Public and Stakeholder Engagement:** We will continue efforts to raise awareness of the regulation of these services, ensuring that the public, service users, and professionals understand the crucial role of regulation in improving safety and quality of care.

By progressing with these steps, we will ensure that acute Hospital, Ambulance, and Adult Mental Health Services are effectively regulated, enhancing safety, quality, and accountability in these critical areas of health and social care.



2 - COLLABORATE WITH PROVIDERS, GOVERNMENT AND OTHER STAKEHOLDERS

Foster meaningful engagement and productive collaboration with key stakeholders, including the Government of Jersey, to co-create and refine regulations, standards, and inspection methodologies.

PROGRESS IN 2024

In 2024, we strengthened our collaboration with key stakeholders, including the Government of Jersey, service providers, and regulatory bodies in other jurisdictions, to enhance the effectiveness and responsiveness of health and social care regulation.

- **Legislative and Policy Engagement:** We worked closely with the Government of Jersey to support the development and refinement of health and social care legislation, ensuring that regulatory frameworks remain fit for purpose. This included engagement on updates to existing legislation and discussions on the development of a single Registration of Professionals Law.
- **Sector Engagement and Support:** We enhanced our engagement with service providers by hosting consultation events, gathering feedback on the impact of regulation, and facilitating discussions on best practices. Additionally, we delivered engagement sessions to help providers navigate regulatory requirements and improve compliance.
- **Improved Communication and Feedback Mechanisms:** We reviewed and strengthened feedback channels to ensure that providers and other stakeholders could contribute meaningfully to the regulatory process. We also monitored website usage and stakeholder feedback to assess the accessibility and effectiveness of the information we provide.
- **International Collaboration:** We continued to build relationships with regulators and professional bodies both in the UK and overseas, exchanging insights on best practice methodologies. We also maintained and developed Memoranda of Understanding (MOUs) and Data Sharing Agreements (DSAs) with key UK regulatory bodies, reinforcing cooperation and information-sharing where appropriate.

NEXT STEPS

Looking ahead, we will build on this foundation by deepening stakeholder engagement, refining regulatory frameworks, and further embedding best practices from other jurisdictions.

- **Continued Legislative Development:** We will work with the Government of Jersey to progress updates to health and social care legislation, ensuring it supports the effective implementation of new standards and regulations. Additionally, we will continue to provide input into the development of the Registration of Professionals Law.
- **Strengthening Provider Engagement:** We will refine our approach to consultation and engagement, ensuring providers have greater opportunities to share their experiences and influence the regulatory process. This includes expanding the range of engagement events and improving mechanisms for gathering and acting on provider feedback.
- **Enhancing Communication Strategies:** We will continue to assess and improve our communication channels, including website content and stakeholder engagement strategies, to ensure providers and the public can easily access relevant regulatory information and send us information. We will continue to expand the range of information available in Easy read and child friendly formats.
- **Expanding International Collaboration:** We will further develop our partnerships with UK regulatory bodies and explore opportunities to align Jersey's regulatory approach with best practices from other jurisdictions. This will include reviewing and, where necessary, updating MOUs and DSAs to strengthen cooperation.



3 - ENGAGE WITH AND EMPOWER SERVICE USERS, THEIR FAMILIES, AND THE COMMUNITY

Empower service users by actively seeking input and feedback from them, from third sector organisations, and from other stakeholders to make sure the voices of people who use services and their advocates are heard and integrated into all aspects of the Commission's activities.

PROGRESS IN 2024

In 2024, we took significant steps to enhance our engagement with service users, their families, and the wider community. Our focus was on ensuring that the voices of people who use services are heard, improving accessibility to information, and raising awareness of care standards and the role of regulation.

- **Strengthening Community Engagement:** We worked with Friends of Africa and Enable Jersey to better understand how to connect with Islanders, ensuring our approach to engagement is inclusive and reflective of diverse needs.
- **Reviewing Engagement Effectiveness:** We assessed the impact of our existing engagement strategies, gathering feedback on how well we communicate with service users and their representatives.
- **Improving Access to Information:** We monitored website traffic and feedback surveys to evaluate the accessibility and effectiveness of the information we provide, making refinements where needed to improve user experience.
- **Raising Awareness of Care Standards:** We worked to increase public understanding of what high-quality care looks and feels like, reinforcing the role of regulation in ensuring positive outcomes for service users.

NEXT STEPS

In 2025 and beyond, we will build on this progress by further strengthening engagement mechanisms, enhancing public awareness, and ensuring that all Islanders have access to clear and relevant information about care standards and regulation.

- **Expanding Community Engagement:** We will continue to work closely with community groups and third-sector organisations to improve our understanding of service user experiences and develop more effective engagement approaches.
- **Enhancing Communication Channels:** We will refine our communication strategies to make it as easy as possible for service users to speak with us so that their voices are fully integrated into our regulatory processes.
- **Developing Public Awareness:** We will continue to raise awareness of what good care looks like and support Islanders to advocate for high standards in health and social care.
- **Improving Information Accessibility:** Based on feedback from Islanders, we will review and adapt the information we provide to ensure it is clear, accessible, and available in formats that meet diverse needs.
- **Ongoing Evaluation and Adaptation:** We will continue to monitor the effectiveness of our engagement and communication strategies, using data and feedback to refine our approach and better enable meaningful participation from service users and the community.

4 - MAINTAIN A COMPREHENSIVE PROFESSIONAL REGISTER

Maintain an accurate and complete public facing register of health and social care professionals working in Jersey, making the necessary amendments taking account of changes notified to the Commission by registrants.

PROGRESS IN 2024

In 2024, we focused on maintaining and enhancing the accuracy, accessibility, and integrity of the Professional Register, ensuring that all registered health and social care professionals in Jersey are appropriately recorded and subject to effective oversight.

- **Maintaining an Accurate and Accessible Register:** We continued to update and maintain the Professional Register, ensuring it reflects the latest changes notified by registrants. Regular data quality checks and validation processes were implemented to uphold the integrity of the register.
- **Enhancing Public Access to Registration Information:** We transferred the public register on to the Commission's website, to ensure compliance with legal requirements and making it easier for Islanders to verify the registration status of health and social care professionals.
- **Strengthening Fitness to Practise Oversight:** We worked closely with UK professional regulatory bodies to improve processes for identifying and managing fitness to practise concerns, ensuring appropriate oversight of registered professionals in Jersey.
- **Collaborating with UK Regulatory Bodies:** We built on existing partnerships with UK regulators, enhancing information-sharing and coordination to ensure that professionals working in Jersey are subject to the same level of scrutiny as those in the UK.

NEXT STEPS

In 2025 and beyond, we will continue to refine the management of the Professional Register, enhance collaboration with regulatory partners, and strengthen oversight mechanisms to ensure high professional standards across Jersey's health and social care workforce.

- **Ongoing Register Maintenance and Data Integrity:** We will continue to update and validate the register regularly, improving processes to collect timely and accurate information on registered professionals.
- **Further Enhancing Public Accessibility:** We will explore ways to improve the presentation and usability of the register on our website, making it easier for the public and employers to access and verify information.
- **Deepening Collaboration with UK Regulatory Bodies:** We will further develop our partnerships with UK professional regulators to improve coordination on fitness to practise matters and enable seamless oversight of shared registrants.
- **Strengthening Fitness to Practise Oversight:** We will implement additional review and audit processes to ensure that any gaps in fitness to practise oversight are identified and addressed proactively.
- **Adapting to Legislative and Policy Changes:** As regulatory requirements evolve, we will ensure that the Professional Register and associated oversight mechanisms remain aligned with best practice and legal obligations. We will continue to work with policy leads within the Government of Jersey to ensure that we can implement Government of Jersey policy changes which may increase the range of Health and Social Care professionals who are required to register to work in Jersey.

KEY PROJECT UPDATE:

DIGITAL ONLINE REGISTRATION PORTAL

PROGRESS IN 2024

A key milestone in 2024 was the successful implementation of a digital registration system for health and social care professionals. This new system streamlined the registration process, making it more efficient and accessible for professionals while reducing administrative overheads for the Commission.

- **Successful Launch and Implementation:** The digital registration system was introduced, enabling professionals to complete initial registrations and renewals, update their details, and manage their records more efficiently.
- **User Support and Transition Assistance:** To facilitate a smooth transition, we provided guidance and support to registrants so that they could effectively use the new system.
- **System Enhancements:** We sought input from users to identify areas for improvement and made iterative enhancements to ensure the system remained user-friendly and responsive to registrant needs.

- **Improving Integration and Efficiency:** We will explore opportunities to integrate the registration system with other regulatory and professional oversight processes, reducing duplication and improving efficiency and data integrity.
- **Strengthening Data Security and Compliance:** We will ensure robust data protection measures remain in place, aligning with regulatory and information governance requirements.
- **User Engagement and Support:** We will provide ongoing support to registrants, offering guidance to maximise the system's benefits and facilitate a seamless user experience.

By continuing to develop and enhance the digital registration system, we will seek to improve the efficiency, accessibility, and reliability of professional registration in Jersey, supporting both regulatory oversight and the needs of health and social care professionals.

NEXT STEPS

Building on this progress, we will continue refining the digital registration system to enhance its functionality and usability.

- **Ongoing System Optimisation:** We will continue to gather user feedback to identify further enhancements and ensure the system evolves in line with best practices and technological advancements.



Performance Analysis

5 - INVEST IN TECHNOLOGY AND DATA ANALYTICS TO DRIVE INNOVATION, STREAMLINE PROCESSES, AND MAKE DATA-INFORMED DECISIONS

Invest in improving the Commission's capability to collect, analyse and process information and intelligence related to regulated activities and registered individuals, enabling data-driven insights to support informed decision-making, and compliance with information management best practice.

PROGRESS IN 2024

In 2024, we made significant strides in strengthening our technology and data analytics capabilities to support the Commission's regulatory functions, streamline processes, and enable data-informed decision-making.

➤ **Assessing Digital Requirements:**

We conducted a comprehensive analysis of our current and future digital needs to inform our approach to technology investment.

➤ **Developing a Business Case for Investment:**

We initiated the development of a business case to secure the necessary resources for enhancing our information management systems and analytical capabilities.

➤ **Leveraging Existing Technologies:**

We ensured that proposed digital solutions align with existing systems, avoiding duplication and maximising efficiency.

➤ **Learning from Key Partners:**

We engaged with the Care Quality

Commission and Institute of Regulation, as well as local regulators who have undergone digital transformation to learn from their experiences and to reduce risks to development by applying best practice.

➤ **Enhancing Data Analytics Capabilities:**

We improved our ability to collect, process, and analyse regulatory data, laying the groundwork for the development of strategic dashboards and data-driven decision-making tools.

➤ **Improving Provider Reporting**

Mechanisms: We engaged with care providers to understand their challenges with reporting Notifications and submitting documents, identifying opportunities to reduce administrative burdens.

➤ **Strengthening Data Governance and**

Compliance: We reviewed and updated policies to align with best practices in information management, ensuring data integrity, confidentiality, and compliance with regulatory requirements.



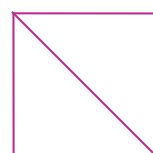
NEXT STEPS

Building on this foundation, in 2025 and beyond, we will further enhance our technology infrastructure, analytics capabilities, and data governance frameworks to improve regulatory effectiveness and service provider engagement.

- **Advancing Digital Transformation:** We will refine and finalise our business case, with the aim of securing investment to implement new digital tools that streamline regulatory processes.
- **Enhancing Data-Driven Insights:** We will continue developing strategic dashboards to track key performance indicators, trends, and risks, supporting data-informed decision-making.
- **Implementing User-Friendly Systems for Providers:** We will introduce technical solutions based on what care providers have told us will improve how they can report Notifications and submit documents, ensuring systems are intuitive and efficient.

- **Automating Processes for Greater Efficiency:** We will implement automated workflows to enhance data collection, improve data quality and reporting accuracy, and reduce manual administrative work.
- **Ensuring Robust Training and Support:** We will provide comprehensive training for Commission staff and service providers so they can effectively use new systems and maximise the benefits of digital tools.
- **Strengthening Data Governance and Compliance:** We will conduct regular audits, further refine data governance measures, and enhance staff awareness of best practices in information management.

This structured approach provides the foundation for our planned investment in technology and data analytics and translates into meaningful improvements for regulatory oversight and engagement with stakeholders.



6 - SUSTAIN FINANCIAL RESILIENCE AND GROWTH

Maintain a strong resource base to underpin the Commission's core functions and the planned expansion of its regulatory role to encompass a wider range of health and social care services. Make sure the Commission remains agile and resilient through effective corporate governance, learning and development, and growth plans.

PROGRESS IN 2024

Throughout 2024, we focused on strengthening the Commission's internal capabilities and resilience to support the expanding regulatory role. Key achievements include:

- **Financial Sustainability and Resource Management:** We maintained robust budgeting, forecasting and financial oversight processes, ensuring the Commission's resources were used efficiently and in compliance with financial regulations.
- **Optimising Regulatory Processes:** We undertook a review of regulatory processes, including refining the Notification process and evaluating our Standard Operating Processes, to identify efficiencies and reduce administrative burdens on both the Commission and service providers.
- **Strengthening Organisational Agility:** We enhanced our feedback processes through stakeholder surveys and website feedback to inform our understanding and help make sure that our regulatory approach remains adaptable to the changing needs of stakeholders and to emerging challenges.
- **Expanding Learning and Development:** We identified key training opportunities for Commissioners and staff, including international regulation courses and development offered through the Institute of Regulation to enhance regulatory knowledge and operational effectiveness.

NEXT STEPS

Building on progress so far, in 2025 we will continue to strengthen the Commission's governance, financial resilience, and workforce capabilities to support effective regulation.

- **Governance and Accountability:**
We will implement further refinements to our governance structures and conduct a skills assessment to underpin continued strengthening of governance processes.
- **Financial Management:**
We will continue to strengthen financial oversight, improving financial reporting to ensure we can demonstrate that resources are allocated efficiently to meet both current and future regulatory needs.
- **Regulatory Process Improvement:**
We will further optimise processes, integrating technology solutions to enhance regulatory efficiency and responsiveness.
- **Staff and Commissioner Development:**
We will build on our training programmes, ensuring all staff and commissioners have access to learning resources and expert guidance to support and enhance their roles.
- **Ensuring Organisational Resilience:**
We will continue to assess and adapt our operations to ensure the Commission remains agile, responsive, and resilient in delivering its expanding regulatory remit and duties.

By reinforcing these areas, we will ensure the Commission continues to mature as a capable and effective regulatory body, equipped to meet the evolving needs of health and social care regulation in Jersey.



Performance Measures

Key Performance Indicators (KPIs)

KPI 1 INSPECTION AND REGULATION OF REGULATED ACTIVITIES

KPI 1.1

100% of annual inspections carried out in respect of regulated activities, as required in Law

TARGET

100%

OUTCOME

100% ✓

In 2024, 114 statutory inspections were carried out. An additional nine follow up inspections were conducted as well as two reviews at the invitation of services which are not yet regulated services.

KPI 1.2

80% of inspection reports are completed and ready to share with care providers within 28 days of an inspection having concluded

TARGET

80%

OUTCOME

76% ✕

While the 80% target allows for occasional and justifiable delays, performance in 2024 fell slightly short of the benchmark, with 76% of reports issued within the target timeframe. Contributing factors included seasonal pressures during the Christmas period and the need for Regulation Officers to support additional time-limited projects. Where delays occurred, revised timescales were agreed with providers in advance, and reports were delivered in line with those revised expectations.

To support more consistent delivery, the Commission has strengthened its scheduling processes. These now incorporate wider considerations, including the capacity of Regulation Officers across all areas of work. This refinement is expected to support improved performance against the KPI in 2025.

KPI 1.3

100% of inspection reports published within five working days of finalisation

TARGET

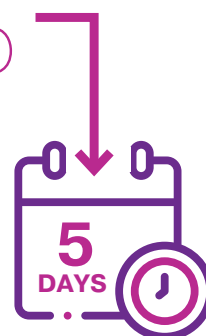
100%

OUTCOME

100% ✓

100%

INSPECTION
REPORTS
PUBLISHED



Performance Analysis

KPI 1.4

TARGET

100%

OUTCOME

100% ✓

100% of Inspections and Inspection reports to meet quality assurance criteria

KPI 1.5

TARGET

100%

OUTCOME

100% ✓

100% of improvement and action plans are reviewed by the Commission within agreed timescales

KPI 1.6

TARGET

100%

OUTCOME

100% ✓

The Commission will consult directly with care receivers, relatives/carers, staff members and external professionals in 100% of inspections (where considered relevant and appropriate)

In some cases, a Regulation Officer may have valid concerns about the appropriateness of seeking feedback from family members. In these circumstances the Regulation Officer can decide not to consult with relatives. In all other cases, consultation was carried out.

KPI 1.7

TARGET

30%

OUTCOME

62% ✓

As part of its quality assurance process, the Commission will seek feedback on the annual inspection process and other Commission services from providers and managers of regulated activities. It will publish a summary of responses

A feedback survey is issued to all registered providers following all inspections. Over 60% of care providers submitted feedback following inspection. In 2024 the Commission also introduced a separate annual feedback survey to understand provider's experience of the Commission outside of the annual survey. Results of these surveys are published on our website.



KPI 2 REGISTRATION OF REGULATED SERVICES

All time-based targets relate to the period after all required information has been submitted

KPI 2.1

TARGET
100%

OUTCOME
100% ✓

The Commission will finalise 100% of applications for registration of providers of regulated activity within four weeks

KPI 2.2

TARGET
100%

OUTCOME
100% ✓

The Commission will finalise 100% of requests for changes to registration - for example Directors, registered manager of providers of regulated activities - within four weeks

KPI 2.3

TARGET
100%

OUTCOME
100% ✓

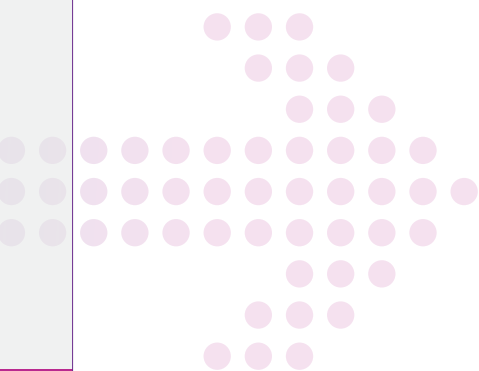
The Commission will finalise 100% of requests for changes to conditions of registration within four weeks

KPI 2.4

TARGET
100%

OUTCOME
100% ✓

The Commission will undertake annual reviews and registrations of designated Yellow Fever Centres, as required by Law



KPI 3 COLLABORATE WITH PROVIDERS,
GOVERNMENT AND OTHER STAKEHOLDERS

KPI 3.1

Consult with the sector to organise at least one sector wide engagement event with the Commission and regulated providers

OUTCOME

Delivered ✓

The Commission organised a sector-wide engagement event. Following feedback from previous events the theme for this year was building a positive culture.

KPI 3.2

Identify opportunities and facilitate at least one workshop or other event to help raise awareness of standards and issues relevant to regulated providers

OUTCOME

Delivered ✓

An event was organised in conjunction with Friends of Africa to raise awareness about difficulties and issues for providers seeking to recruit staff from overseas.



KPI 3.3

Evaluate the effectiveness of communication channels with regulated providers and other stakeholders to ensure meaningful collaboration and that stakeholders can contribute and feedback on relevant issues

OUTCOME

Delivered ✓

The Commission sought feedback from providers through an annual survey in addition to the post inspection feedback survey. The Commission also received feedback through engagement events and formal communications feedback ensuring providers have opportunities to comment and contribute on relevant issues.

KPI 3.4

Conduct a review to ensure all relevant information is made available to providers and other stakeholders

OUTCOME

Not Delivered ✗

The planned formal review was deferred in 2024 due to the need to prioritise other operational commitments. Nevertheless, the Commission continued to engage regularly with providers and service users, gathering valuable feedback and identifying opportunities to enhance the accessibility and clarity of information. In 2025, the Commission will explore options for a more structured review to ensure all stakeholders are consistently informed and supported.

KPI 3.5

Undertake a review of the effectiveness of collaboration with key partners and especially the operation of Memoranda of Understanding (MoUs), Data Sharing Agreements (DSA), and other key processes and controls

OUTCOME

Delivered ✓

A structured, rolling programme of reviews is in place to ensure that all MoUs and DSAs are regularly assessed and updated as needed. For operational partners, this includes evaluating how well the arrangements are working in practice. While this work is ongoing, a broader, more comprehensive review of collaboration across all key partners is planned for future years of the Business Plan. This is intended to further strengthen joint working and enhance the effectiveness of regulatory oversight.



KPI 4 ENGAGE WITH AND EMPOWER SERVICE USERS, THEIR FAMILIES AND THE COMMUNITY

KPI 4.1

OUTCOME

Delivered ✓

Carry out at least one consultation or engagement exercise in conjunction with relevant community groups where this is considered appropriate

Enable Jersey was consulted about new standards and the single assessment framework in relation to regulation of new services to ensure the standards and framework met diverse and inclusive needs.

KPI 4.2

OUTCOME

Achieved ✓

Use website traffic data and feedback to understand website use and to improve satisfaction with the information provided

Website traffic data and user feedback have been actively monitored to assess how Islanders engage with the Commission's website. Insights gained from this analysis have informed improvements to content and accessibility, ensuring that key information is easier to find and more user-friendly. These efforts contribute to greater transparency and better support for the public and care providers.

KPI 4.3

OUTCOME

Achieved ✓

Carry out a review of the Communications Strategy, feedback channels and methods of engaging with Islanders to assess their effectiveness

The Commission's communications provider assessed the effectiveness of the Communications Strategy, feedback channels, and engagement methods. Regular reports were presented to the Board, analysing social media engagement, and feedback. These insights informed ongoing improvements to underpin clear, effective communication with Islanders.

KPI 4.4

OUTCOME

Achieved ✓

Review the provision of essential information so that it is available in a range of formats that meet the varied needs of Islanders

The Commission has recognised the need to produce a selection of information in different formats. In 2024 we began to publish information in child and youth friendly formats. This is an ongoing objective, and the Commission will continue to assess the need for additional formats and to increase the range of information provided.

KPI 5 MAINTAIN A COMPREHENSIVE PROFESSIONAL REGISTER

KPI 5.1

OUTCOME

Suspended

- Ensure accuracy and completeness of Professional Register including timeliness of amendments and updates.
- Timeliness targets for registration applications and updates (based on receipt of all required information)
 - The Commission will finalise 100% of health and social care professional applications within three working days
 - The Commission will finalise 100% of health and social care professional renewals within five working days
 - The Commission will finalise 100% of applications from piercing and tattooing practitioners within three days.

The digital registration project went live during 2024. This impacted the data collected to measure these targets. This KPI was therefore suspended for 2024.



KPI 5.2

OUTCOME

Not Delivered ✕

Develop a method to assess early user satisfaction with the digital registration system following the system go live date

The Commission had intended to implement the digital registration system in the first half of the year, enabling early assessment of user satisfaction and allowing for refinements ahead of the main renewal period. However, delays in the system's implementation meant that this planned evaluation could not take place within the reporting period.

Instead, user feedback will now be gathered as part of an iterative improvement process following system launch. This approach will support the continued enhancement of the user experience and ensure the system evolves in line with user needs.

KPI 5.3

TARGET

100%

OUTCOME

100% ✓

Timeliness for completion of any required action or update to the register following the imposition of interim orders or sanctions in Fitness to Practise cases

The online register is updated no later than the next working day following the Commission receiving notification of changes such as the imposition of conditions or an interim order by a professional body.

KPI 6 INVEST IN TECHNOLOGY AND DATA ANALYTICS TO DRIVE INNOVATION, STREAMLINE PROCESSES, AND MAKE DATA-INFORMED DECISIONS

KPI 6.1

Build on work to understand and articulate digital requirements and priorities

OUTCOME

Delivered ✓

We worked in partnership with the Care Quality Commission (CQC) to map our processes and organisational capabilities so that technology requirements could be built into plans.

KPI 6.2

Develop a strategy and business case to secure resources and agree timescale to deliver digital improvements

OUTCOME

Partially
Delivered

The Commission developed a digital strategy informed by initial collaboration with the CQC. However, due to adjustments in our anticipated budget, it is not feasible to progress with a Full Business Case at this stage. Instead, we prioritised smaller, more achievable projects to ensure continued digital improvements within the available resources.



KPI 7 INTERNAL PERFORMANCE AND IMPACT MEASURES

KPI 7.1

TARGET

80%

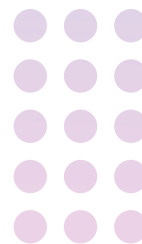
OUTCOME

100% ✓

Percentage of duty calls and public enquiries not requiring further investigation to be resolved within two working days



COMPLAINTS
MANAGED
ACCORDING
TO THE
COMPLAINTS
POLICY



KPI 7.2

TARGET

100%

OUTCOME

100% ✓

100% of higher risk Notifications to be reviewed for further action within one working day

KPI 7.3

COMPLAINTS HANDLING

TARGET

100%

OUTCOME

100% ✓

100% of complaints to meet timeliness criteria for acknowledgement and communication as set out in the complaints policy

In 2024 all complaints were managed according to the complaints policy and met timeliness and communication criteria. No definitive timescale is set for resolving complaints as these are often complex issues where considerable evidence is required.

Percentage of complainants responding positively to post complaint feedback on ease-of-use, timeliness of communication, and thoroughness and fairness of complaints process

The Commission has yet to establish the mechanism for analysing complaints feedback, therefore no data on this planned measure currently exists. The Commission expects to trial a process during 2025.



KPI 7.4

DATA INCIDENT MANAGEMENT

TARGET

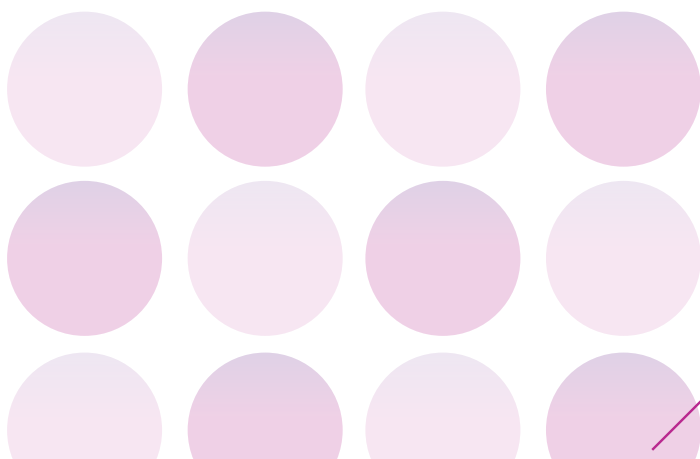
100%

OUTCOME

100% ✓

100% of data incidents requiring reporting to the Jersey Office of the Information Commissioner to be reported within 72 hours as required by law

100% of data incident investigations to identify initial underlying causes and mitigation to prevent recurrence within five working days



RISK MANAGEMENT

Effective risk management is fundamental to the Jersey Care Commission's ability to deliver its objectives and uphold public confidence in the regulation of health and social care services. The Commission operates a robust Risk Management Framework, the structure of which is reviewed annually to ensure it remains aligned with best practice and responsive to the evolving regulatory landscape.

The Risk Management Framework sets out how the Commission identifies, assesses, and mitigates strategic and operational risks that could impact its mission and purpose. It categorises risks into four key areas: public protection, financial, reputational, and delivery. For each risk, the level of risk the Commission

is prepared to accept (the risk appetite) is defined. This helps guide how the benefits of innovation are assessed against any associated threat. The Framework also establishes the roles and responsibilities of the Board and staff in managing risks proactively and effectively.

While the Commission is independent of the Government of Jersey, its Risk Management Framework is aligned with the Government's broader approach to risk management. This alignment ensures that complex risks extending beyond the Commission's remit can be escalated appropriately, allowing for coordinated responses where necessary.

GOVERNANCE AND OVERSIGHT



The Board holds ultimate responsibility for ensuring that risks are identified, monitored, and mitigated effectively. Risk management is a standing agenda item at every Board meeting, where current risks, controls, and mitigation strategies are reviewed. In addition, Commission staff engage in structured monthly risk discussions, promoting a culture of early risk identification, shared awareness, and continuous improvement.

Regular analysis indicates a healthy turnover of risks, demonstrating that controls and mitigation strategies are actively managed, reviewed, and adapted in response to changing circumstances. This dynamic approach to risk management ensures that the Commission remains resilient, proactive, and well-equipped to navigate emerging challenges while continuing to fulfil its regulatory responsibilities.



SUMMARY OF KEY RISKS, CONTROLS AND MITIGATION ACTIONS AND PROGRESS DURING 2024

Risk	Controls and Mitigation	Progress and change during year	Rating and Trend
<p>CAPACITY AND CAPABILITY</p> <p>The Commission’s ability to meet its expanding regulatory remit, particularly the introduction of regulation for acute Hospital, Ambulance, and Adult Mental Health services, depends on having sufficient workforce capacity and the necessary expertise.</p> <p>A shortage of skilled personnel, difficulties in recruitment and retention, or securing appropriate access to experienced external resource, could impact the Commission’s ability to deliver high-quality, effective regulation especially in areas new to regulation.</p>	<ul style="list-style-type: none">• The Commission undertook a workforce planning review to assess future resource needs and prioritise key roles.• Additional inspection capacity was secured, including through recruitment and strategic partnerships.• Training and development programmes were implemented to ensure staff had the necessary skills and knowledge to regulate new service areas effectively.• The Commission worked closely with stakeholders to plan for the implementation of acute Hospital, Ambulance, and Adult Mental Health Services regulation, ensuring operational readiness.	<ul style="list-style-type: none">• Expanding the Commission’s regulatory responsibilities continues to present a significant challenge. Successfully implementing these changes requires sufficient workforce capacity and specialist expertise.• While the Commission has made substantial progress including targeted recruitment, workforce planning, and strategic partnerships, this remains a key risk as we move toward full implementation of our expanded remit. Effective workforce management will remain critical in ensuring the Commission can meet growing regulatory demands without compromising its ability to deliver high-quality oversight and maintain public confidence.• At present, the risk remains stable but is closely monitored, with ongoing efforts to bolster capacity, enhance training, and refine regulatory processes to ensure a resilient and effective regulatory framework.	<p>Medium</p> <p></p> <p>Stable</p>
<p>DIGITAL TRANSFORMATION</p> <p>The successful implementation of a user-friendly online registration system for health and social care professionals is essential to ensuring efficient and effective regulation.</p> <p>Any failures or delays in the system could disrupt registration processes, increase administrative burdens, and impact service delivery.</p>	<ul style="list-style-type: none">• Robust project and supplier management processes in place• Support mechanisms were put in place to assist registrants in transitioning to the new system.• Feedback from early users was collected, leading to system refinements to enhance user experience and functionality.• Ongoing monitoring and optimisation ensured the system remained effective and adaptable to future requirements.	<ul style="list-style-type: none">• The Digital Registration System was successfully launched in 2024, providing a streamlined platform for initial registration and ongoing updates.• The system is now operational, significantly improving efficiency, accessibility, and accuracy in professional registration. Continued refinements will ensure it meets the needs of both professionals and regulatory requirements. Refinements and additions will be required hence the risk remains.	<p>Medium</p> <p></p> <p>Reducing</p>

Risk	Controls and Mitigation	Progress and change during year	Rating and Trend
<p>DATA GOVERNANCE AND CYBER SECURITY</p> <p>The Commission relies on secure and effective data management to carry out its functions.</p> <p>The risk of data breaches, cyber-attacks, or inadequate data governance could undermine public trust and regulatory effectiveness.</p> <p>With an increasing reliance on digital systems, ensuring robust data protection measures is a critical priority.</p> <p>The risk is expected to increase with the increasing data requirements associated with the Commission's expanding remit.</p>	<ul style="list-style-type: none"> A project was undertaken during 2024 to identify data governance issues and restructure the Commission's data management architecture. As an arm's length organisation the Commission benefits from Government of Jersey IT infrastructure that includes robust Cyber Security measures along with staff training on data protection to comply with best practice on data management. A Data Governance Framework was introduced to standardise policies, controls, and responsibilities across the organisation. The new Digital Registration system was subject to penetration and vulnerability testing and system audits were conducted to identify and address vulnerabilities before 'go live'. 	<ul style="list-style-type: none"> The Commission remains vigilant in protecting sensitive regulatory data, with continuous improvements to security and governance frameworks ensuring ongoing resilience and is sensitive to the increasing risk as the remit of the Commission expands. Several strengthening actions have already been identified and undertaken, and scheduled reviews are in place to ensure controls remain adequate and effective and are followed as expected. 	<p>High</p>  <p>Increasing</p>
<p>FUNDING ALLOCATION</p> <p>As the Commission expands its regulatory responsibilities, financial sustainability remains a critical consideration.</p> <p>Insufficient funding or unexpected financial pressures could affect the ability to deliver key initiatives, invest in necessary resources, and maintain high regulatory standards.</p>	<ul style="list-style-type: none"> The Commission engaged with the Government of Jersey to ensure that funding requirements for expanded regulation were understood and planned for. Financial planning and scenario modelling were conducted to assess potential funding challenges. A continued focus on efficiency and value for money helped to optimise resource allocation while maintaining regulatory effectiveness. Budget monitoring was strengthened, ensuring financial risks were identified early and managed effectively. 	<ul style="list-style-type: none"> The Government of Jersey's 2025–2028 Budget sets out ambitious savings targets, which may have implications for the Commission's future resourcing. While the Commission operated within budget for 2024 and anticipates this will continue in 2025 without affecting its core functions, longer-term financial sustainability remains challenging. The Commission continues to monitor this risk closely in the context of increasing demand and will take steps to mitigate any potential impact on its regulatory programme. 	<p>Medium</p>  <p>Stable</p>



RISK PROFILE CHANGES IN 2024

The Jersey Care Commission actively monitors and manages key risks that could impact its ability to fulfil its regulatory responsibilities. The Commission continues to assess risks using a four-point scale from Extremely High to Low, and as in 2023, no risks were classified as Extremely High in 2024.

While the overall risk landscape remains stable, challenges persist around workforce capacity, digital transformation, data governance and cyber security, and financial sustainability, particularly in the context of the Commission's expanding regulatory responsibilities. The most significant risks are around workforce capacity and capability, particularly in preparing for the regulation of acute Hospital, Ambulance, and Adult Mental Health Services. There are also risks around Data Governance and Cyber Security.

While progress has been made in recruitment and workforce planning, the Commission continues to face challenges in ensuring sufficient specialist expertise and operational resilience. To mitigate this, the Commission has maintained strategic partnerships with organisations such as the CQC and continues to engage independent contractors to help prepare for regulation of new areas and supplement internal capacity.

Another critical risk area is digital transformation, with the implementation of a new digital registration system marking significant progress. However, the increased reliance on digital solutions has introduced additional risks around data governance and cyber security. The Commission has strengthened its approach to data governance through enhanced policies, regular audits, and an Integrated Assurance Framework, which brings together monitoring and assurance information from difference processes and has helped reduce the overall risk. Cyber security remains a priority, with continued investment in system resilience and threat mitigation.

Financial risks have increased in complexity due to budget reductions outlined in the 2025-2028 Budget, previously known as the Government Plan. While the Commission was able to identify savings for 2024 and 2025 without impacting

core activities, long-term sustainability remains challenging, particularly in light of increasing demands. The Commission will continue to monitor the financial impact of these reductions and demands and assess whether they could affect the delivery of the planned inspection programme.

Throughout 2024, the Board has taken a cautious and measured approach to risk exposure, ensuring that expansion is managed carefully while maintaining regulatory effectiveness. Where appropriate, the Commission has delayed taking on additional commitments to prioritise its core responsibilities and maintain operational stability. As the Commission moves towards full implementation of its expanded remit, risk management will remain central to its strategic decision-making, ensuring that public protection, regulatory effectiveness, and organisational resilience are maintained.



Accountability Report

The Accountability Report provides a comprehensive overview of the Commission's governance, financial oversight, and workforce management. It is structured as follows:



Corporate Governance Report. Outlines the Commission's governance framework and its role in ensuring effective oversight and decision-making. This section includes the Chair's Report, Statement of Responsibilities, and the Commission's Governance Statement.



Remuneration and Staff Report. Details the remuneration of Commissioners and staff, alongside information on workforce composition, staffing levels, and the use of contractors to support the Commission's work.



Accountability Statement. Brings together key elements of the Commission's governance and accountability framework, including the Finance Statement, to provide a clear picture of financial management and the use of contractors to support the Commission's work.

This report reflects the Commission's commitment to transparency, accountability, and effective governance, ensuring that public funds are managed responsibly while delivering on its regulatory mandate.





Corporate Governance Report

CHAIR OF THE BOARD OF COMMISSIONERS REPORT

The Jersey Care Commission was established by the Regulation of Care (Jersey) Law 2014 as an independent regulator of health and social care services. The Commission's mandate is to uphold the integrity of independent regulation, ensure the safety and quality of care provision, and drive continuous improvement in the sector.

As of 1 January 2025, I assumed the role of Chair of the Board of Commissioners, building on the strong foundations laid by my predecessor. The Board of Commissioners comprises seven highly experienced individuals with backgrounds in health, social care, and regulation. The Jersey Appointments Commission oversees Board-level appointments, but the authority to appoint the Chair and Commissioners rests with the Minister for the Environment.

EXPANDING REGULATION AND STRATEGIC PRIORITIES

The Commission continues to evolve, with 2024 marking a significant phase in its development. Having successfully integrated the regulation of children's social care in the previous year, the focus has shifted to the preparation for regulating acute Hospital, Ambulance, and Adult Mental Health Services. This expansion presents both opportunities and challenges, particularly regarding workforce capacity, capability, and financial sustainability.

The Board has provided strategic oversight to ensure a smooth pathway, balancing ambition with realism. The Commission has invested in

workforce planning, training, and engagement with key stakeholders, including service providers, government representatives, and the public. Collaborations with regulatory bodies such as the CQC have supported knowledge-sharing and best practice implementation.

Additionally, the Board has overseen the rollout of the Commission's digital transformation programme, with a focus on online registration and enhanced data governance. The implementation of stronger cyber security measures has also been a priority, ensuring the protection of sensitive information in an increasingly digital regulatory environment.

GOVERNANCE AND OVERSIGHT

The Commission remains committed to high standards of corporate governance. Our governance framework is anchored in the Commission's Constitution, the Framework Agreement with the Government of Jersey, and the Scheme of Delegation. In 2024, we further developed our Integrated Assurance Framework, consolidating risk management, financial oversight, and performance monitoring into a unified structure.

The Board continues to meet six times a year, including public meetings that reinforce our commitment to transparency and accountability. We also conduct strategy workshops to assess

emerging challenges and opportunities. The Chair and Chief Inspector maintain regular dialogue, ensuring strong leadership and responsiveness to regulatory developments.

In 2024, the Commission again conducted a Board effectiveness review, evaluating our approach to governance, decision-making, and risk management. The findings reaffirmed the Board's effectiveness while highlighting areas for continuous improvement, particularly in light of our expanding remit and evolving regulatory landscape. This is an area I particularly intend to build on during my time as Chair of the Board.

LOOKING AHEAD

As we move forward, the Commission is well-positioned to meet the challenges of its expanded role. Ensuring workforce resilience, financial stability, and digital readiness will remain key priorities. The Board is fully committed to supporting the Commission in delivering robust, independent regulation that upholds the highest standards of care for the people of Jersey.

Nigel Acheson

Dr Nigel Acheson
Chair, Jersey Care Commission

I look forward to working closely with my fellow Commissioners, the Chief Inspector, and the wider team to ensure that the Commission continues to protect the public, promote high-quality care, and strengthen confidence in Jersey's health and social care system.



Statement of Responsibilities of the Chair of the Board of Commissioners

The Chair of the Board of Commissioners provides leadership, strategic direction, and oversight to ensure the Commission effectively regulates and inspects health and social care services in Jersey. Through independent assessment and assurance, the Chair supports the Commission's mission to uphold high-quality care standards and improve outcomes for service users.

Working closely with Commissioners, the Executive Team, and representatives of the Government of Jersey, the Chair ensures the effective operation, governance, and performance of the Commission.

KEY RESPONSIBILITIES

Board Leadership & Governance	<ul style="list-style-type: none"> ▶ Assembling a strong, diverse, and effective Board of Commissioners and fostering a culture of collaboration and accountability ▶ Chairing Board meetings, setting the agenda, tone, and style of discussions to enable constructive debate and effective decision-making ▶ Ensuring the Commission's governance arrangements are robust, regularly reviewed, and aligned with best practice ▶ Upholding the highest levels of probity and integrity in the Commission's operations and the use of public funds.
Strategic Direction & Performance Oversight	<ul style="list-style-type: none"> ▶ Providing clear strategic leadership, maintaining a focus on long-term objectives and regulatory priorities ▶ Working in partnership with the Chief Inspector to achieve the Commission's strategic and operational aims ▶ Setting and monitoring the Commission's operational objectives, ensuring alignment with the needs of Jersey's health and social care sector ▶ Overseeing the effective allocation of resources to support the delivery of strategic priorities.
Stakeholder Engagement & Public Confidence	<ul style="list-style-type: none"> ▶ Defining and maintaining the values and ethical standards of the Commission, ensuring they are upheld in all aspects of its work ▶ Engaging with key stakeholders, including service users, care providers, and Government representatives, to promote public confidence in the Commission's role ▶ Championing best practice and continuous improvement across all regulated sectors.

Through these responsibilities, the Chair ensures the Commission remains an independent, effective, and trusted regulator, dedicated to safeguarding the quality, safety, and integrity of Jersey's health and social care services.

Statement of Responsibilities of the Chief Inspector

The Chief Inspector is responsible for the day-to-day leadership and management of the Commission, ensuring the effective and efficient delivery of its statutory, regulatory, and inspection functions in accordance with legislation. Working closely with the Chair and Commissioners, the Chief Inspector provides strategic leadership, expert regulatory oversight, and operational direction to uphold the Commission’s mission.

The Chief Inspector is an executive officer of the Commission, not a member of the Board of Commissioners, and is expected to implement and uphold the Commissioners’ decisions except where they contradict the requirements of the Public Finances Manual or States Employment Board policies and procedures.

KEY RESPONSIBILITIES

Strategic Leadership & Governance	<ul style="list-style-type: none">➤ Lead and develop the Executive Team to deliver the Commission’s Corporate Strategy and ensure the effective regulation of health and social care services➤ Build and maintain public confidence in the Commission 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 key corporate documents, including:<ul style="list-style-type: none">➤ A Corporate Strategy defining the Commission’s Mission, Vision, and Values➤ A Business Plan outlining key objectives, the operating model, and performance indicators➤ A corporate risk framework, including a risk strategy and risk registers➤ An Annual Report detailing progress against strategic and operational objectives➤ Ensure the Commission’s governance framework, risk management, and financial controls are appropriate, effective, and aligned with best practice➤ Provide regular reports and management information to assure the Commission that it is fulfilling its statutory responsibilities.
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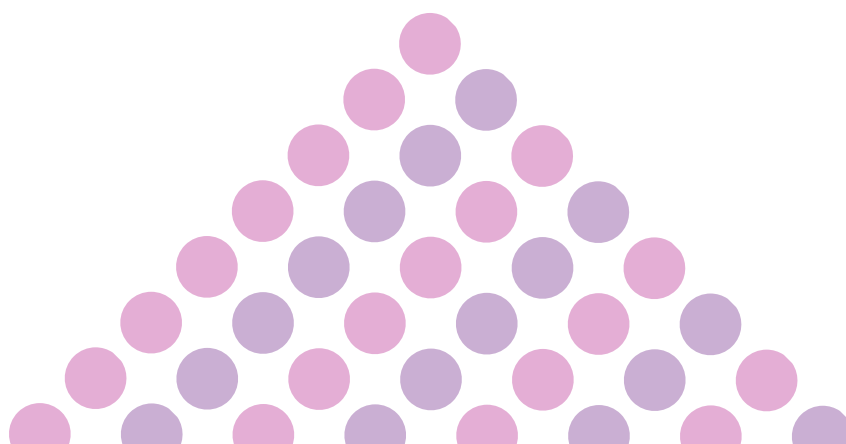
KEY RESPONSIBILITIES

Operational Management & Organisational Development

- Lead and oversee the Commission's executive functions, including:
 - Business planning, performance management, and financial oversight
 - Risk management, audit systems, and compliance with data protection obligations
 - Responses to Freedom of Information requests and complaints
 - Staff review, appraisal, training, and continuous professional development
- Ensure sound financial management and budgetary control, advising the Board on budget planning, income generation, and expenditure management
- Develop and lead a team of specialist and generalist regulation officers, ensuring the effective regulation of health and social care services to protect and improve care quality
- Ensure consistent, high-quality regulatory practice, focusing on service improvement, compliance monitoring, and enforcement where necessary
- Strengthen the Commission's business and administrative functions, ensuring efficient support for regulatory activities
- Build organisational capacity, equipping the Commission with the skills and resources required to meet its expanding regulatory remit.

Stakeholder Engagement & Public Assurance

- Represent the Commission in engagement with Government, other States Members, and key stakeholders on matters relating to the regulation of health and social care services and professional regulation
- Act as the Commission's primary spokesperson, handling public, ministerial, media, and stakeholder enquiries
- Promote meaningful engagement with service users, their families, and carers to enhance their experiences and improve care outcomes
- Foster a culture of excellence, collaboration, and accountability within the Commission, ensuring a healthy, diverse, and inclusive workforce that upholds the highest standards of professionalism and integrity.



The Commission and the Board of Commissioners

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.

Glenn Houston, the first Chair of the Commission completed his final term as Chair on 31st December 2024, therefore there were no changes in 2024, and the Board comprised:

Glenn Houston	Chair of the Board of Commissioners
Lesley Bratch	Commissioner
Kathryn Chamberlain OBE	Commissioner
Jackie Hall	Commissioner
Noreen Kent	Commissioner
Angela Parry	Commissioner
Gordon Pownall	Commissioner



Corporate Governance Report

Governance Framework

The Regulation of Care (Jersey) Law 2014 establishes the Jersey Care Commission as an independent regulator, ensuring that health and social care services meet high standards. The Commission operates independently of the Minister for Health and Social Services, the Chief Minister, and the Government of Jersey.

While independent in its regulatory functions and decision-making, the Commission is funded through a combination of public funds and fees levied on regulated providers and professionals. It is accountable for the effective use of these resources and the delivery of its statutory responsibilities.

Accountability and Financial Oversight

The Cabinet Office is responsible for ensuring the Commission receives adequate financial resources. The Chief Officer of the Cabinet Office acts as the Accountable Officer, ensuring that public funds allocated to the Commission are used appropriately and represent value for money. The Accountable Officer is appointed in accordance with the Public Finances (Jersey) Law 2019.

The management of funds is delegated to the Chief Inspector, who oversees day-to-day financial operations in line with the Department's

Scheme of Delegation and the Public Finances Manual. The Board of Commissioners provides scrutiny, support, and oversight, ensuring that financial decisions align with the Commission's strategic objectives and regulatory mandate.

The Commission maintains a strong working relationship with the Government of Jersey, underpinned by quarterly governance and liaison meetings with the Cabinet Office. These meetings serve as a forum to discuss financial planning, fee income, and ongoing regulatory priorities.

Governance Structures and Decision-Making

The Commission's governance framework is set out in two key documents:

- The Framework Agreement defines the relationship between the Commission and the Government of Jersey, including funding arrangements and oversight mechanisms
- The Constitution outlines the Commission's statutory functions, governance structures, and operational principles.

Both documents are available on the Commission's website and are subject to regular review. A formal review is scheduled for 2025 in conjunction with expected changes in legislation, to ensure they remain aligned with best practice and evolving regulatory responsibilities.

The Scheme of Delegation further clarifies decision-making responsibilities by distinguishing between:

- Operational decisions, which are delegated to the Chief Inspector and Executive Team
- Strategic and corporate governance matters, which remain the responsibility of the Board of Commissioners.

This clear separation ensures appropriate governance boundaries, supports effective oversight, and strengthens the Commission's accountability framework.

Board Leadership and Strategic Oversight

The Board of Commissioners plays a pivotal role in maintaining good governance, strategic direction, and public accountability. Strong relationships between the Chair, Chief Inspector, and Commissioners are critical to ensuring effective leadership and decision-making.

- The Chair and Chief Inspector meet weekly, fostering close collaboration between the Board and the Executive Team (regulation officers and administrative staff)
- The Board meets six times a year, with public meetings reinforcing transparency and stakeholder engagement
- Commissioners review and approve key policies, strategic plans, and regulatory priorities, ensuring they are periodically revisited to reflect emerging challenges.

Each year, the Commission approves a Business Plan and associated budget, ensuring a clear link between Government policy on health and social care regulation and the Commission's strategic direction.

Public Accountability and Reporting

The Commission is accountable to the public and the States Assembly, providing transparency in its operations and performance.

- The Commission receives regular financial reports from the Treasury and Exchequer Department, allowing for ongoing scrutiny of income and expenditure
- It publishes an Annual Report, which is laid before the States Assembly, providing a detailed account of the Commission's performance, strategic achievements, and key performance indicators.

This governance framework ensures that the Commission operates effectively, remains financially accountable, and continues to uphold the highest standards of independent regulation.



Corporate Governance Report

Framework Agreement

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

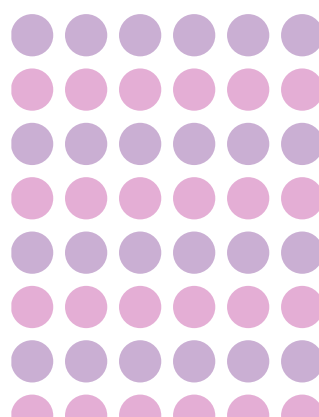
- The responsibilities of the Government of Jersey in providing the necessary resources, services and support to the Commission to ensure its effective operation in accordance with the intentions of the Government
- The Commission's responsibilities in demonstrating its accountability to the Government, and to the people of Jersey
- The four key principles that underpin the partnership between the Commission and Cabinet Office. These principles mirror those of the UK Cabinet Office's Code of Good Practice relating to departments and arm's-length bodies: Purpose, Assurance, Value, and Engagement.

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 by the Commission
- all providers deliver high standards of care, and where care is poor, this is readily identified so that services can be supported to improve or are subject to appropriate interventions. This is in relation to services directly delivered by the 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 both 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 by the Commission.



Governance Responsibilities of the Accountable Officer and the Commission

The Accountable Officer is responsible for providing the Government with assurance as to the performance of the Commission and for demonstrating the linkage between Commission and departmental objectives.

The Commission supports the Accountable Officer in discharging their responsibilities through regular engagement and the provision of timely updates on performance, risk, and financial management. These structured interactions enable transparency, alignment with departmental objectives, and ongoing assurance regarding the effective use of public funds.

The Accountable Officer provides the Government with assurance as to:

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

The Commission prepares an Annual Report on performance against the previous year's objectives and targets, and the Business Plan sets out objectives, targets, and KPIs for the coming year. The Business Plan is discussed with the Accountable Officer.

The Accountable Officer is accountable for the public funds that 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 (Jersey) Law 2019 and the Public Finances Manual. Where the Commission may require a deviation from the requirements of the Manual, the decision and rationale will 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 prepares an Annual Financial Assurance Statement, approved by the Commission, and included in the Annual Report.

Appointment of Chair and Commissioners

The Minister for the Environment appoints Commissioners and the Chair of the Commission and within the Law decides the duration of that person's appointment.

Glenn Houston was the Chair of the Board of Commissioners and completed his final term on 31st December 2024. The new Chair, Nigel Acheson, was appointed for an initial three-year term, from 1st January 2025.

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. Changes to the Law to set a limit on the maximum duration a person may serve as a Commissioner are currently under consideration.



The Commissioners



Glenn Houston - The Chair

(Term completed 31 December 2024)

Glenn is a skilled senior executive with over 40 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 on the Board of the Northern Health and Social Care Trust and is an independent Board member of the Northern Ireland Public Prosecution Service.



Lesley Bratch

Lesley has lived in Jersey for most of her life. She is married and has four children, the youngest, now thirty years old, has complex health needs and a learning disability. Due to the complex nature of her child's condition Lesley was her carer until last year when her daughter moved into supported living. Over the years Lesley has had first hand experience of both health and social services and the care sector.

Due to her life experiences Lesley founded and ran a group called SNAP (Special Needs Advisory Panel) to

champion the needs of people with a Learning Disability and/or Autism. She was also on the Boards of several local charities whose remit was to support the needs of people living with a disability.

Lesley is passionate about the safety and well-being of people using services. She will always strive to listen to the voice of the service user and put them at the centre of their care.



Kathryn Chamberlain OBE

Kate lives and works in Wales. She is an experienced Chief Executive, having spent seven years as CEO at Healthcare Inspectorate Wales and most recently three years as Chief Executive of the Independent Monitoring Authority for the Citizens' Rights Agreements. Previously, Kate was the Welsh Government's Chief Statistician and Head of Knowledge and Analytical Services.

Kate has experience in both Executive and Non-Executive roles in public authorities. Recent roles include Chair of the Wales Audit Office and a non-executive position at the Office of the Secretary of State for Wales.

Kate holds a degree and a PhD in statistics from the University of Cardiff, Wales.



Jackie Hall

Jackie is a Registered Mental Health Nurse 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, Personal Independence Payments appeals, the Mental Health Tribunal in the Southeastern Region, and sits as a specialist member of Special Educational Needs and Disability Tribunals.

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, a predecessor of the CQC. She has led and managed services registered with both CQC and Ofsted. She is skilled in delivering services to the highest standards in a regulated environment.

The Commissioners



Noreen Kent

Noreen is a skilled and respected midwifery and nurse leader in Scotland. She has over 40 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. Previous roles include Nurse Director at Wishaw General Hospital, incorporating NHS Lanarkshire acute hospitals nurse lead for cancer services, women's services, diagnostic services and child protection.

As UK Programme Director and strategic lead for 'Midwifery 2020', Noreen ensured the delivery of a complex change management project across the four UK jurisdictions on time and within budget. Noreen completed an eight-year term as a Fitness to Practise registrant panel member, and then Chair, with the Nursing and Midwifery Council 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 service users and their families.



Angela Parry

Angela has over thirty years' experience within the public sector, and with independent and charitable organisations, leading commissioning, co-production, engagement and service provision across health, social care, and housing. Within these roles, she has been responsible for the quality and performance of commissioned services and community pathways.

As an independent consultant, Angela leads pathway redesign, improvement projects and CQC preparation for local authorities and care companies in England. Her commitment to co-production, through strategic development and operational management, has led

to successful cultural change and personalised care, enabling people in both community and residential settings to achieve their outcomes whilst ensuring value for money.

Angela has worked effectively with boards, politicians and people with lived experience, setting stretching goals and priorities to bring about positive, practical change. She regularly works as an independent peer reviewer for the Local Government Association and co-created and delivers the National Level 5 Training Programme 'Commissioning for Wellbeing' endorsed by Skills for Care.

The Commissioners



Gordon Pownall

Gordon is an experienced NHS Manager and Commissioner who lives in the Isle of Wight. He is experienced in commissioning integrated health and social care services in an island community.

Gordon worked as Associate Director of Commissioning with NHS Hampshire and Isle of Wight Integrated Care System (formerly Hampshire and Isle of Wight Clinical Commissioning Group). His skillset is the transformation of mental health, learning disability and neurodevelopmental services.

His previous work includes management of primary care, community care and acute mental health hospital services, including tertiary services and palliative care. He has worked successfully with services for both adults and children and is an experienced analytical finance manager with a comprehensive understanding of budget and business planning across health and social care.

Previous roles include Head of Integrated Commissioning at NHS Bexley Clinical Commissioning Group, Community Commissioning Manager with responsibility for end-of-life and palliative care with NHS Hertfordshire and Head of Specialised Mental Health Commissioning with the former NHS East of England Specialised Commissioning Group.

Gordon worked as a Psychotherapist and Counsellor in private practice and for charities delivering residential and community services for adults with a disability and mental health support needs. He is a member of the National Institute for Health and Care Excellence Adoption and Research Panel and was a Committee Member of the Institute for Healthcare Management, and Lead Governor for Safeguarding at the Isle of Wight College. He worked as a qualified vaccinator during the Covid pandemic and holds both a Bachelor's and Master's degree in Psychotherapy.

Functions and Duties of the Board of Commissioners

The Board of Commissioners (the Board) is responsible for ensuring that the Commission operates effectively as an independent regulator of health and social care services in Jersey. The Board's key responsibilities, as set out in the Constitution are:

REGULATORY OVERSIGHT & QUALITY ASSURANCE

- Ensure that all regulated services are inspected and monitored in accordance with the law, so that care receivers and their families receive safe, high-quality services that meet their needs
- Oversee a regulatory framework that promotes continuous improvement, rather than focusing solely on compliance monitoring
- Ensure that the Commission's regulatory functions remain independent, proportionate, and effective, supporting the evolution of care standards in Jersey.



STRATEGIC LEADERSHIP & GOVERNANCE

- Provide strategic direction, setting and monitoring operational objectives that reflect the needs of the Island and the Commission's statutory remit
- Define and uphold the values of the organisation, ensuring that the Commission meets its obligations to all stakeholders, including people who use services
- Oversee the allocation of resources to ensure that the Commission operates efficiently and in line with its strategic priorities
- Ensure that the Commission maintains effective governance arrangements, with regular review and oversight of its executive functions
- Uphold the highest standards of probity, integrity, and accountability, particularly in the use of public funds and decision-making processes.

SECTOR LEADERSHIP & BEST PRACTICE

- Promote best practice across all regulated sectors, ensuring that regulatory interventions support service improvement and innovation
- Engage with key stakeholders, including Government, service providers, and the public, to reinforce the Commission's independence, credibility, and impact.

The Commissioners

BOARD OPERATIONS

The Board carries out its functions through:

- Board meetings, where strategic decisions and oversight responsibilities are exercised
- workshops and other engagement events, facilitating ongoing learning, discussion, and policy development
- meetings between the Chair and the Chief Inspector, ensuring effective leadership and alignment between the Board and the Commission's executive functions.

ATTENDANCE AT BOARD MEETINGS

Glenn Houston (The Chair)	6 out of 6
Lesley Bratch	6 out of 6
Kathryn Chamberlain	6 out of 6
Jackie Hall	6 out of 6
Noreen Kent	6 out of 6
Angela Parry	5 out of 6
Gordon Pownall	5 out of 6

BOARD MEETINGS

The Constitution requires 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, with meetings scheduled well in advance, to ensure effective governance, oversight, and decision-making. To facilitate thorough preparation, the agenda and supporting Board papers are circulated to Commissioners one week prior to each meeting.

TRANSPARENCY AND PUBLIC ACCESS

Board meetings are open to the public and are advertised on the Commission's website, reinforcing the Commission's commitment to transparency and accountability. The agenda and approved minutes are also published online, along with selected meeting papers, in accordance with the Commission's Publication Schedule.

The Commissioners

AGENDA AND KEY DISCUSSION AREAS

Each meeting follows a structured agenda to ensure focused and effective discussions. Key agenda items typically include:

- Approval of previous minutes and follow-up on agreed actions
- Reports from the Chair and Chief Inspector, providing updates on strategic developments, regulatory priorities, and significant operational matters
- Oversight of enforcement actions, ensuring robust scrutiny of regulatory decisions
- Financial reporting and risk management and assurance, with dedicated time for review and discussion
- Key strategic and policy discussions, where Commissioners provide constructive challenge and guidance to support informed decision-making.

CONFIDENTIAL MATTERS

Each Board meeting includes a confidential session where Commissioners may consider:

- Legally privileged matters, including ongoing legal proceedings
- Commercially sensitive issues that cannot be discussed in a public forum
- Staffing matters or regulatory decisions requiring discretion.

This ensures that while the Commission prioritises openness and accountability, it also protects sensitive information appropriately.

GOVERNANCE AND COMMITTEE STRUCTURE

The Commission does not currently operate a formal committee structure. Instead, all Board members collectively consider matters that would typically fall within the remit of an Audit and Risk Committee, ensuring robust oversight of financial controls and risk management.

As an arm's length organisation, with remuneration set by the Government of Jersey, there is no requirement for a Remuneration Committee.

The Board keeps its governance structure under regular review, particularly in light of the Commission's expanding regulatory remit and increasing budget. As the Commission evolves, the Board may establish formal committees to further strengthen its governance and oversight framework.

This governance approach ensures that the Commission remains agile, transparent, and accountable, while continuing to uphold the highest standards of regulatory oversight.

The Commissioners

Work of the Board in 2024

The Board met six times throughout the year as scheduled.

Key areas of focus included:

POLICY AND GOVERNANCE OVERSIGHT:

- Reviewing and approving updates to critical policies and documents, including the Procedures for Representations, updates to communications guidance, the inspection template, and proposals for handling complaints
- Reviewing data governance arrangements, the risk management framework, and the business continuity plan
- Considering proposals to strengthen governance systems, including the need for an external Board review.

STRATEGIC PLANNING AND PERFORMANCE MONITORING:

- Approving the Business Plan, key performance measures, and the Annual Report
- Reviewing progress on key projects, including the Online Registration Project and the Digital Analysis and Transformation Project
- Consideration of benchmarking proposals and overseeing ongoing work in this area.

PREPARATION FOR NEW REGULATORY RESPONSIBILITIES:

- Overseeing preparations for the regulation of acute Hospital, Ambulance, and Adult Mental Health Services, including:
 - Regular reviews and updates of the project plan
 - Approval of the relevant inspection handbook and methodology
 - Approval of standards and the Single Assessment Framework
 - Oversight of the public consultation on the proposed standards.
- Conducting a reflection and learning session following the inspections of Children's Services, an area newly brought under regulation in 2024.



The Commissioners

ENGAGEMENT AND STAKEHOLDER RELATIONS:

- Meeting with key stakeholders, including the Minister for Health and Social Services, the Chief Officer of Strategic Policy, Planning and Performance, the Director of Children's Services, and policy leads for health, professional registration, and care regulation
- Responding on behalf of the Commission to the public consultation on changes to the Regulation of Care (Jersey) Law 2014
- Attending the sector-wide engagement event to interact with service providers and facilitate discussions
- Meeting with the Assisted Dying policy lead, to provide regulatory input and perspective into policy consideration.

BOARD DEVELOPMENT AND COMPLIANCE:

- Conducting a Board workshop in partnership with the Jersey Office of the Information Commissioner to reinforce the Board's responsibilities in protecting personal data.



Effectiveness of the Board

The Chair plays a pivotal role in ensuring the effectiveness of the Commission, with a particular focus on the work of the Board. As part of this responsibility, the Chair conducts annual appraisals with each Commissioner and reports the outcomes to the Accountable Officer, who, in turn, appraises the Chair's performance.

Evaluation of Board Effectiveness

The Board conducts an annual assessment of its effectiveness through a structured survey, integrated into the Commissioner appraisal process. The 2024 review identified several key findings:

- **Strong Governance and Strategic Oversight:** Commissioners expressed confidence in the Board's effectiveness in governance, decision-making, and strategic leadership
- **Diverse Expertise with Areas for Further Development:** While the Board benefits from a strong mix of skills and experience, there is recognition of the need to expand expertise as the Commission's regulatory responsibilities grow
- **Value of Board Workshops:** Workshops remain an effective mechanism for in-depth discussions on complex regulatory and strategic matters
- **Balanced Strategic Focus:** The Board is seen as successfully balancing support for operational delivery with effective challenge and oversight. Commissioners agreed that meeting agendas appropriately reflect key priorities
- **Importance of Direct Engagement:** Commissioners highlighted the value of engagement sessions and provider visits in strengthening their understanding of frontline services and regulatory challenges.

The Commissioners

Remuneration of Chair and Non-Executive Board Members

Commissioners, including the Chair, are not full-time employees. The Chair is contracted to work up to 40 days each year. In the case of Commissioners, while there is no set number of days, attendance and travel for all Board meetings and workshops, including remuneration for travel time, requires 12 days per year.

Name	Date Appointed	Remuneration (bands of £5,000)	Expenses (Travel, accommodation, and subsistence)	Total Cost 2024 (Remuneration + Expenses)
Glenn Houston (Chair)	01 May 2017	£20,000 - £25,000	<£5,000	£25,000 - £30,000
Lesley Bratch	01 October 2021	<£5,000	<£5,000	<£5,000
Kathryn Chamberlain	1 July 2023	<£5,000	<£5,000	£5,000 - £10,000
Jackie Hall	16 December 2020	<£5,000	<£5,000	£5,000 - £10,000
Noreen Kent	16 December 2020	<£5,000	<£5,000	£5,000 - £10,000
Angela Parry	16 December 2020	<£5,000	<£5,000	£5,000 - £10,000
Gordon Pownall	1 July 2023	<£5000	<£5000	£5,000 - £10,000

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. This lists all outside interests, whether paid or unpaid, and whether held by a Commissioner or a close family member.

Commissioners complete a fresh declaration of interest every year and must provide details of any changes during the year. In addition, at the start of each Board meeting, the Chair asks if there are any additional declarations or conflicts of interest to be made that are relevant to the agenda.

The Register is maintained on the Commission's website. It can be found by searching for the register of interests or at this link:

► https://carecommission.je/wp-content/uploads/2024/04/REG_OfInterestsBoardMembers_20250415.pdf

Annual Statement of Assurance 2024

The Commission continues to expand its regulatory remit, assuming a broader and more complex range of responsibilities. Regulation has already extended to include key aspects of social work services for children and young people, such as fostering, adoption, and Child and Adolescent Mental Health Services (CAMHS).

In 2025, the Commission expects to further extend its regulatory oversight to include:

- Acute hospital services
- Ambulance services
- Adult mental health services

The first inspections of these newly regulated services are anticipated to take place in 2026.

To ensure readiness for this expanded regulatory role, the Commission has focused in 2024 on:

- Strengthening capacity and expertise through workforce planning and recruitment of additional skilled and experienced regulation officers
- Building strategic partnerships with UK regulatory bodies, such as the Care Quality Commission (CQC), to leverage their expertise where appropriate

- Utilising external expertise where necessary, supplementing internal regulatory capacity with experienced contractors to support preparatory work.

The Board maintains regular oversight of these developments, ensuring that risks are identified and mitigated through established assurance processes. As the Commission's remit evolves, governance and control mechanisms must adapt accordingly. In response, the Board has implemented a revised assurance framework to ensure risk management controls remain fit for purpose and subject to regular review.

As Chair, I am satisfied that the Commission's governance, assurance, and risk management controls remain effective and appropriate for managing identified risks.



Financial Assurance

The Commission relies on accurate and timely financial reporting derived from the States of Jersey's financial systems, which are subject to ongoing review and scrutiny by the Cabinet Office and the Treasury and Exchequer Department.

Since its establishment, the Commission's accounts have been incorporated within the Government of Jersey's overall financial accounts but have not been subject to separate auditing. Under the Regulation of Care (Jersey) Law 2014, the Commission is required to include a statement of independently audited accounts in its Annual Report. Discussions with the Government of Jersey regarding this requirement are ongoing. It is currently expected to be addressed in forthcoming changes to legislation.

The financial data presented in this report has been subject to quality assurance by the Treasury and Exchequer Department and has been confirmed as accurate and complete.

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

Internal Controls

As Chair, I hold overall responsibility for assessing the effectiveness of the Commission's internal control systems. This is achieved through:

- Ongoing assessment, research, and enquiries to ensure robust oversight
- Regular engagement with the Board, the Chief Inspector, and Commission staff
- Quarterly governance and liaison meetings with the Cabinet Office, where key matters such as finance, risk, and propriety are reviewed.

Based on my assessment, the assurance processes in place, and the information provided in this report, I am satisfied that the Commission's governance, risk management, and internal control mechanisms remain effective and proportionate to the organisation's responsibilities.

Significant Internal Control Weaknesses

Beyond the ongoing issue regarding independent auditing of accounts, no significant weaknesses in the Commission's internal controls were identified in 2024 that materially impacted the achievement of its objectives.

The Corporate Governance Report has been signed on 26 March 2025.

Nigel Acheson

Dr Nigel Acheson

Chair of the Board of Commissioners, Jersey Care Commission





Staff Report

Employment Framework

Under the Framework Agreement, staff working for the Jersey Care Commission are appointed by the Commission but remain employees of the States Employment Board (SEB). This means they are subject to SEB standard terms and conditions for civil servants, including policies on:

- Pensions
- Pay and pay increments
- Flexible working arrangements
- Code of Practice and Standards in Public Service

Salaries are processed through the Government of Jersey payroll system.

Workforce Composition

As of December 2024, the Commission employed 18 permanent staff members. This includes the appointment of additional Business Support staff and a Data Analyst reflecting the ongoing expansion of the Commission's regulatory remit and the Commission's commitment to strengthening regulatory capacity in preparation for the inspection of acute Hospital, Ambulance and Adult Mental Health Services.

Staff Report

Staff Remuneration Policy

All Commission employees are paid in accordance with Civil Service pay scales, ranging from Grade 6 to Grade 15.

- The Chief Inspector is a Grade 15. In 2024 the pay range for Grade 15 was from £104,389 to £115,311
- The total staff costs for 2024 were £1,758,000.

Pay Ratios

The Commission maintains transparent pay structures and ensures fair pay practices, using the Civil Service pay scales:

- The highest-paid staff member received 2.85 times the pay of the lowest-paid staff member.
- The ratio of highest to median pay was 1.43:1.
- The Hutton Review of Fair Pay in the Public Sector (2010) suggests that most public sector organisations maintain a pay ratio of 12:1, meaning the Commission's pay ratios remain well within sector norms.

Gender Pay equality measures

As a small organisation, the Commission's gender pay equality measures can be subject to greater variation than in larger organisations.

Male Employee Headcount	4
Female Employee Headcount	14
Mean hourly Pay Gap	-6.66%
Median hourly Pay Gap	0%

This compares to gender pay gap figures for Jersey:

- 12% in Jersey overall (Statistics Jersey, 2024).
- Mean 14.6% and Median 12.5% in the public sector (Government of Jersey, 2023).

The negative mean pay gap figure indicates that in the Commission, on average, female staff are paid more than male staff. This is likely to be for similar underlying reasons as published in the Government of Jersey Gender Pay gap report which cites that 81% of Nurses are female. The Commission has a high proportion of inspectors and senior staff from a nursing background.

➤ https://carecommission.je/wp-content/uploads/2024/04/REG_OfInterestsBoardMembers_20250415.pdf

The Commission follows Civil Service pay policies, ensuring that staff performing similar roles receive equal pay regardless of gender.

Staff Report

Board of Commissioners Gender Pay Gap

An analysis of gender pay among the Board of Commissioners was conducted although given the small number of Commissioners (seven), minor changes in composition can significantly impact gender pay calculations.

The Chair remains one of only two male Commissioners, with all other members receiving a uniform daily remuneration rate.

- The mean gender pay gap for the Board in 2024 was 30%.

Use of Contractors and Consultants

The Commission engages contractors and consultants when required to provide:

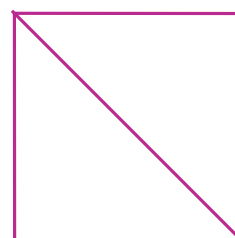
- Specialist expertise not available in-house
- Independent assessments and external perspectives
- Cost-effective, short-term solutions for project delivery.

The total expenditure on contractors in 2024 was £252,0000, covering:

- Development of regulatory standards and methodologies
- Specialist input on complex inspections and regulatory processes
- Development and implementation of the digital registration system
- Support to review and implement changes to the Commission's data and information management requirements
- Communications including development and provision of information in alternative formats.

Specialist contractors provide an efficient and flexible resource to complement internal expertise, particularly during periods of regulatory expansion. Their specialist input is crucial when developing new standards and methodologies, ensuring the Commission benefits from external expertise without the need for long-term commitments.

As the Commission extends its regulatory scope, specialist contractors will continue to play a key role, particularly in the oversight of complex public sector services, where an independent external perspective enhances the robustness and credibility of the regulatory process.



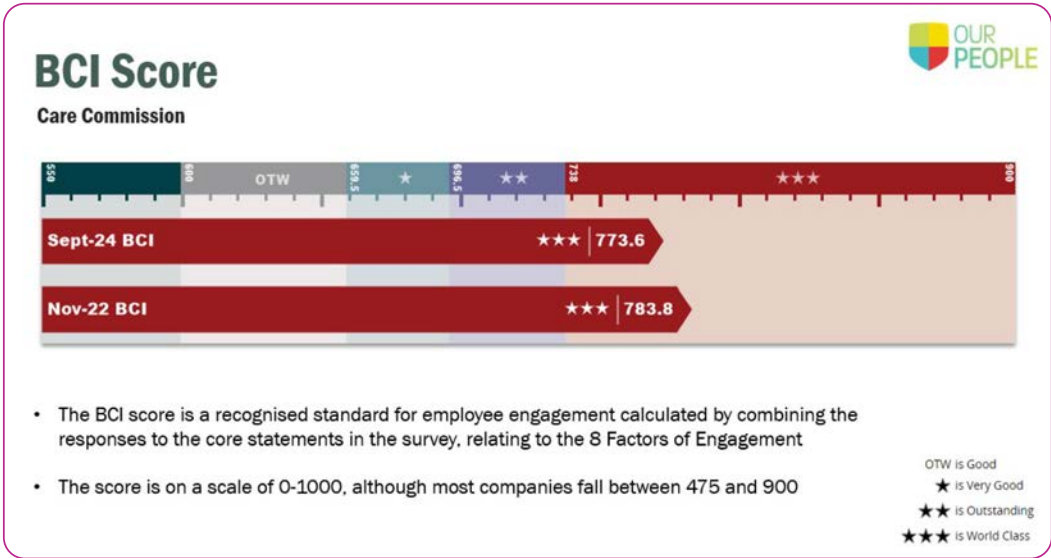
Staff Report

Staff Engagement

To assess staff engagement and workplace culture, the Commission participates in the annual Government of Jersey Be Heard Survey, which is conducted independently. This produces a Best Companies Index (BCI) score for the Commission as a team within the Government infrastructure.



BCI Score



- In 2024, the Commission maintained its world class three-star rating, the top category for engagement, although with a slight reduction on the 2022 overall score
 - Comparable 2023 data is not available as in 2023 the survey combined results from multiple Arm’s-Length Bodies (ALBs), limiting direct comparisons with other years.
- The Commission remains committed to building a positive and inclusive work environment, ensuring that staff:

 - Are engaged in business planning and regulatory developments
 - Receive appropriate induction, training, and development opportunities
 - Are supported in their professional growth and wellbeing.

Training and Development

- In response to the expanding regulatory role, the Commission has enhanced its training and induction programme to ensure all staff:

 - Have the necessary skills to regulate new service areas
 - Are trained in regulatory best practices
 - Benefit from continued professional development opportunities.
- Commission staff undertook the ERASMUS international regulatory course and attended and presented to the European Partnership of Supervisory Organisations in Health and Social Care as part of their ongoing development. The Commission also became members of the Institute of Regulation.

Staff Report

Employee Wellbeing

As an arm's-length body, with staff employed through the States Employment Board, the Commission benefits from the Government of Jersey's staff wellbeing support, including:

- Occupational Health services
- The Employee Assistance Programme (EAP)
- Health surveillance and mental health support.

Additionally, the Commission has introduced internal wellbeing initiatives, including:

- Mental Health First Aid training for staff
- Flexible working arrangements to support work-life balance.

The Commission remains committed to maintaining a supportive and healthy workplace for all employees.

Summary and Outlook

In 2024, the Commission has continued to strengthen its workforce, expand its regulatory expertise, and enhance staff wellbeing and engagement. As it prepares for the regulation of acute Hospital, Ambulance, and Adult Mental Health Services, the Commission remains focused on:

- Developing skilled regulation officers
- Ensuring fair pay, diversity, and inclusion
- Providing training and development opportunities for all staff
- Maintaining staff engagement and wellbeing.





Sustainability Report

This is the Commission's fourth report covering Environmental, Social, and Governance (ESG) issues. In 2019, the States Assembly declared a climate emergency, recognising the significant effects that climate change could have in Jersey. As part of the Government's response, the Carbon Neutral Strategy was approved by the States Assembly in February 2020, setting objectives to reduce the island's carbon footprint. The Commission remains committed to minimising its environmental impact across its operations.

Sustainability Report

To manage and mitigate its environmental footprint, the Commission aligns its objectives with the Government of Jersey's sustainability initiatives. Specifically, the Commission has committed to:

- Fully complying with environmental legislation and approved codes of practice
- Reducing pollution, emissions, and waste arising from its activities
- Minimising the use of raw materials, energy, and resources
- Raising awareness among staff about sustainability and environmental responsibility
- Encouraging regulated services to uphold strong environmental standards
- Actively participating in discussions and initiatives related to environmental sustainability.

Transport and carbon emissions

The Commission does not own or lease any vehicles. Staff members use their personal vehicles for inspections and related work. In 2024, the Commission continued to implement measures to reduce travel-related emissions, including:

- Utilising virtual meetings where possible
- Optimising scheduling to reduce unnecessary travel
- Encouraging the use of public transport, cycling, and walking where practical
- Exploring the feasibility of tracking and reducing carbon emissions from business travel.

The most significant contributor to the Commission's travel-related emissions is Board meetings, as six of the seven Commissioners reside off-island. While this is unlikely to change due to requirements of legislation, the Commission continues to reduce its carbon footprint by holding at least two Board meetings virtually each year. This blended approach has successfully reduced travel emissions while maintaining effective governance.

Using the International Civil Aviation Organisation (ICAO) carbon emissions methodology, the Commission has calculated its air travel emissions for recent years, as shown below:

Year	Total Distance Travelled by Air (km)	CO2 Emissions (Kg)
2022	22,864	3,477
2023	29,418	3,962
2024	20,878	3,099

Resource Consumption and Waste Reduction

UTILITIES

The Commission continues to explore ways to establish baseline data for utilities consumption, particularly energy and water usage, and intends to develop a methodology for tracking this information in future reports.

PAPER AND OFFICE RESOURCES

The Commission remains committed to reducing paper usage. Key initiatives include:

- ▶ Encouraging electronic document production and sharing
- ▶ Eliminating printed Board documents
- ▶ Implementing digital transformation projects to facilitate online form submission and registration applications, further reducing the need for paper documentation.

RECYCLING INITIATIVES

The Commission has expanded its recycling efforts by ensuring all materials permitted for recycling in Jersey are collected at its office. Future sustainability initiatives will explore options for further reducing waste generation and improving resource efficiency.

Social Responsibility and ESG Initiatives

HUMAN RIGHTS AND ETHICAL GOVERNANCE

The Commission remains deeply aware of its responsibilities regarding human rights, particularly those of care receivers and their families. It aligns its regulatory approach with principles from the United Nations Convention on the Rights of the Child (UNCRC) and other relevant international frameworks.

In late 2023, the Commission identified the need to increase awareness of Modern Slavery issues, recognising that care services must be vigilant in identifying and reporting any potential cases of exploitation. This initiative continued in 2024 with the Commission hosting a seminar on issues that could arise through overseas recruitment and continued to promote best practices in safeguarding and ethical care delivery.



COMMUNITY ENGAGEMENT AND VOLUNTEER INITIATIVES

The Commission encourages staff participation in initiatives that support the local community. One example is staff involvement in Every Child Our Future (ECOF), an educational charity supporting literacy development in Jersey. Staff members

volunteer as Book Buddies, assisting children in developing essential reading skills. As a result of staff feedback, Commission staff are actively looking for additional opportunities to give something back.

FUTURE SUSTAINABILITY COMMITMENTS

Looking ahead, the Commission aims to:

- Develop a structured framework for tracking and reporting utilities consumption
- Explore opportunities for further reducing travel-related carbon emissions
- Continue to strengthen digital transformation initiatives to reduce paper dependency
- Promote increased staff awareness and engagement with environmental and social sustainability initiatives.

By embedding sustainability principles into its decision making and operations, the Commission demonstrates its continued commitment to supporting the government's sustainable wellbeing goals and specifically to protecting and improving the natural environment as well as upholding high governance and ethical standards.



Finance Report

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

- a. keep proper accounts and proper records about the accounts, and
- b. prepare accounts for 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 Government of Jersey.

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

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

The Commission prepares an Annual Business Plan and associated budget, setting objectives, targets and KPIs 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 can only commit to any new expenditure if it can be met from within available funds. from an additional recurring or non-recurring allocation approved by the Government of Jersey, or by increasing fees.

The Commission prepares an Annual Statement of Assurance which includes the Financial Assurance Statement, which the Board is asked to approve and is contained in the Annual Report.

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

Finance Report

Income

Income is derived from fees from registered healthcare professionals, and regulated activities such as care home and home care services. The Commission also receives a budget allocation from the Government of Jersey which in part is intended to meet the costs of regulating services provided by the Government. These services therefore are no longer charged separate fees. In 2022, the Government Plan included an increased budget allocation to enable the Commission to take on its required expanded remit.

Fees include:

- initial application for registration as a provider or a manager (Article 4 Regulation of Care (Jersey) Law 2014)
- replacement of registration certificates (Article 8)
- annual fee for continued registration (Article 9)
- variation of conditions of registration (Article 17)
- professional registration fees.

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

The Commission's accounts for 2024 are published as part of the States of Jersey accounts.

Statement of Comprehensive Net Expenditure

	2024 Budget £000s	2024 Actual £000s	2024 Variance £000s	2023 Actual £000s
REVENUE				
Total Revenue	(373)	(453)	80	(371)
EXPENDITURE				
Staff Costs	1,758	1,512	246	1082
Other Operating Expenses	506	615	(109)	546
Total Expenditure	2,264	2,127	137	1,628
Operating Net Revenue Expenditure /(Income)	1,891	1,674	217	1,257

* Income is shown in brackets to reflect that it reduces overall costs. This is a standard accounting convention.

Finance Report

Performance against budget

The key budget variances were:

- An overachievement in income of £80,000
- An underspend on pay of £246,000
- An overspend on non-pay of £109,000

Pay Underspend

The underspend in pay was primarily due to delays in planned recruitment. The Commission has carefully phased recruitment to align with its expanding regulatory role. Additionally, a key decision was made to assess the Commission's data analysis needs before proceeding with the appointment of a data analyst, a role essential

for interpreting data from large public sector providers. This position was funded by converting a Regulation Officer post originally earmarked in the Government Plan for regulatory expansion. As a result, the post remained vacant until the assessment was completed, contributing to the underspend.

Non-Pay Overspend

The overspend in non-pay was primarily due to:

- **Investment in digital transformation:**
The Commission made a strategic decision to enhance its digital registration system by building an online registration portal, which was not included in the digital registration project scope. This decision increased initial costs by approximately £30,000 but is expected to deliver on-going savings. While difficult to quantify precisely, these savings have been estimated at up to £20,000 per year, primarily through the avoidance of additional software licensing costs.
- In addition, the Commission identified the need to carry out work improving its information management practices in advance of taking on an expanded role

- Targeted use of contracted expertise:
A portion of the non-pay overspend was due to the use of specialist contracted support. This was necessary to:
 - Bring forward elements of preparatory work for the regulation of acute Hospital, Ambulance, and Adult Mental Health Services, originally scheduled for 2025
 - Mitigate the impact of recruitment delays on key areas of preparatory work.

Moving forward, the focus will be on embedding internal capacity to reduce the requirement for additional external support where appropriate and only where possible. The Commission's approach to the use of contractors is set out in the Staff report on page 72.

Appendix 1

Registrations by type (Professionals and Services)

Health Professionals	2021	2022	2023	2024
Ambulance Paramedic	47	67	64	73
Art Therapist	*	*	*	*
Biomedical Scientist	145	62	64	68
Chiropodist	17	13	13	14
Chiropractor	31	29	27	32
Clinical Scientist	*	*	*	*
Clinical Psychologist	19	36	38	40
Dietitian	7	13	15	17
Midwife	125	86	92	99
Midwife Prescribing Practitioner	*	*	*	*
Nurse	1811	1337	1372	1535
Nurse Independent Prescriber	22	40	39	55
Occupational Therapist	55	55	52	63
Operating Department Practitioner	85	42	48	59
Orthoptist	4	7	5	7
Osteopath	6	10	9	11
Paramedic Independent Prescriber	*	*	*	*
Physiotherapist	110	124	115	140
Podiatrist	14	17	17	17
Psychotherapist	13	31	29	31
Radiographer	113	71	66	80
Social Worker	417	211	202	259
Specialist Community Public Health Nurse	46	40	35	41
Speech and Language Therapist	22	33	29	29
Totals	3116	2329	2341	Over 2650

* = fewer than five in categories relating to individuals

Appendix - Registrations by type (Professionals and Services)

Dental Professionals	2021	2022	2023	2024
Clinical Dental Technician	*	*	*	*
Dental Hygienist	11	17	14	14
Dental Nurse	26	68	62	64
Dental Technician	*	*	*	*
Dental Therapist	3	6	6	8
Orthodontic Therapist	*	*	*	*
Totals	45	100	90	Over 80

* = fewer than five in categories relating to individuals

Medical Practitioners	2021	2022	2023	2024
Responsible Officer	*	*	*	*
States Employee	88	188	246	266
Performer	63	105	157	159
Independent Practitioner	8	14	25	27
UK Connected Practitioner	302	618	698	771
Totals	461	926	1128	Over 1200

* = fewer than five in categories relating to individuals

Care Services	2021	2022	2023	2024
Children's Homes	7	7	See Note 1	See Note 1
Care Home	55	57	46	51
Daycare	5	5	5	5
Home Care	34	37	36	40
Individual Care Worker	27	23	34	30
Totals	128	129	121	126

Note 1 - There was an amendment to the regulations for 2023. From 2023 Children's Homes are included in registrations now recorded as Children's Social Care Services.

Appendix - Registrations by type (Professionals and Services)

Children's Social Care Services	2023	2024
Adoption	1	1
Fostering	1	1
Children's Home Service	11	11
Care in Special Schools	1	1
Children and Family Community Service	2	1
Social Work Service for Children and Young People	2	2
Independent Monitoring and Review Service	1	1
Child Contact Centre	1	1
Children and Young People Mental Health Service	1	1
Residential Family Centres	0	0
Totals	21	20

Note 2 - Other than Children's Home Services which were previously registered as Care Services, other Children's Social Care Services were not registered before 2023.

Laser Services & Yellow Fever Centres	2021	2022	2023	2024
Laser Services	8	10	10	14
Yellow Fever Centres	9	9	9	10
Totals	17	19	19	24

Piercing & Tattooing (P&T)	2021	2022	2023	2024
P&T Practitioners	83	87	78	109
P&T Premises	53	67	60	72
Totals	136	154	138	181



Jersey Care Commission

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

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