

Deputy Inna Gardiner
Chair, Public Accounts Committee
Scrutiny Office
States Greffe
Morier House
St Helier
Jersey JE1 1DD

26 August 2025

Dear Deputy Gardiner

Re: Public Accounts Committee: Arm's Length Bodies, Grants and Subsidies Review

Thank you for your letter requesting information to support the Public Accounts Committee's review into Arm's Length Bodies, Grants and Subsidies. The Jersey Care Commission (the Commission) welcomes the opportunity to assist the PAC and to explain how we are governed, funded, and held to account.

The Commission's responses to the questions you set out are below, using the numbering from your original letter for ease of reference. If the Committee would like any additional documentary evidence or further elaboration, we will supply that promptly.

7. Income and funding

The Commission's income is derived from statutory fees from registered professionals and regulated providers, as well as an agreed budget allocation from the Government of Jersey. The Government of Jersey funding covers the cost of regulating Government-delivered services and supporting the planned expansion of the Commission's role so that we can undertake a broader remit. In 2023 we began regulating an additional ten children's social care services, and began preparations for regulating the hospital, ambulance and adult mental health services.



	2020				2021				2022				2023				2024			
	Budget £000s	%	Actual £000s	%	Budget £000s	%	Actual £000s	%	Budget £000s	%	Actual £000s	%	Budget £000s	%	Actual £000s	%	Budget £000s	%	Actual £000s	%
7. Total income	713		656		690		835		1,001		1,005		1,959		1,629		2,265		2,128	
7a. Government of Jersey funding	344	48%	317	48%	365	53%	486	58%	677	68%	605	60%	1,595	81%	1,258	77%	1,892	84%	1,674	79%
7b. Funding raised by JCC	369	52%	338	52%	325	47%	349	42%	324	32%	400	40%	364	19%	371	23%	373	16%	453	21%

7a. The “Actual” figures show the expenditure incurred by the Government. It differs from the budget due to underspends, any agreed additional spending, and variations in fee income. Any overall underspend in relation to the budgeted amounts is retained by the Government; the Commission does not retain these funds. Government funding for 2025 has been set at £1,833k and for 2026 is currently expected to be £1,662k according to the 2025 Government Budget. However, this is subject to change as part of the 2026 Budget agreement process.

7b. The Commission is partly funded by statutory fees levied on regulated providers and registered professionals. These fees are not set by the Commission but by the Minister for the Environment. The Commission does not raise income through any other activity.

8. Ultimate objective of the organisation

The Commission's statutory objective is set by the Regulation of Care (Jersey) Law 2014 (the Law). The Commission regulates and inspects health and social care services for both adults and children, provided by the Government of Jersey, Parishes, private providers and the voluntary sector to ensure that people receive high quality and safe care. We;

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

9. Key Performance Indicators (KPIs)

The Commission operates a published performance framework with KPIs aligned to its Business Plan. The Annual Report sets out KPIs across six domains: inspection and regulation, registration of services, collaboration with providers and government, engagement with and empowerment of service users and the wider community, professional register maintenance, digital & data investment and development, and internal performance measures intended to facilitate organisational resilience and growth. The full list of KPIs along with outcomes is published in the Annual Report. Examples for 2024 from the performance measures section include;



- number and timeliness of inspections completed against plan.
- quality and timeliness of publication of inspection reports.
- service and professional registration processing times.
- stakeholder satisfaction assessed by annual and post inspection surveys.
- internal objectives to build organisational resilience and strength.

Success is chiefly measured through monitoring performance against targets or delivery outcomes where appropriate. This is supported by:

- board oversight and reporting.
- publication of results in the Annual Report.
- analysis of survey responses and trend data.

c) KPIs have evolved over time to reflect the expansion of our remit and operational learning but remain aligned to our statutory purpose.

d) No separate KPIs exist for external (non-Government) income, as fee income is wholly linked to statutory regulatory activity.

10. Decision-making for Senior Executive bonuses

The Commission does not operate a performance bonus scheme for the Chief Inspector or Commissioners. No bonus, redundancy, or severance payments have been made.

Commission staff are employed by the States Employment Board (SEB) as Civil Servants in line with SEB policies. These policies do not provide for bonuses. Remuneration for Commissioners is not set by the Commission. Commissioners are not full-time employees and are paid a daily rate for around 12 days per year. This rate is agreed by the Minister.

11. Governance arrangements

The Commission is a body corporate with perpetual succession (Article 35 of the Law) and is independent of the Minister, Chief Minister, and the States Assembly (Article 36).

The Framework Agreement and Constitution safeguard operational independence, including the right to engage directly with Scrutiny, States Members, regulatory bodies, and stakeholders without interference. The Framework Agreement between the Government of Jersey and the Commission confirms that the Commission determines its own constitution, values, priorities, and working practices, in accordance with the Law and the Nolan Principles.



Minister's role

While the Commission is operationally independent, the Minister for the Environment is accountable to the States Assembly and the public for the Commission's performance (Framework Agreement, Article 25(a)) but cannot direct regulatory decisions.

The Minister approves the appointment of the Chair (on recommendation via the Jersey Appointments Commission) and receives assurance on performance, governance, and value for money through the Chief Officer for the Cabinet Office who is the Accountable Officer for the Commission.

Governance roles

- The Chair provides leadership, ensures strategic focus, and upholds probity and independence.
- Commissioners are non-executives, appointed through an independent process, and cannot be States Members or Government Officers. They set strategy, monitor performance, and uphold the Nolan Principles.
- The Chief Inspector leads the executive team, manages operations, ensures compliance with the Public Finances Manual, and provides assurance to the Board.
- The Accountable Officer is not a Board member but can attend Board meetings in an advisory capacity; they are accountable for the public funds provided to the Commission but cannot participate in Commission decision-making.

Governance principles

The Commission does not follow a specific governance model such as ISO 37000. However, our principles align with those set out in the UK Cabinet Office's Code of Good Practice for Arm's Length Bodies, the Public Finances Manual, and the Nolan Principles, supported by internal controls, an Assurance Framework, and regular external scrutiny via published reports. The Commission's statutory independence is reinforced in the Framework Agreement (Articles 5–6) and Constitution, which is published on the Commission website.

As the Committee will be aware, the Minister for the Environment has lodged proposed amendments to the Law (see [Draft Regulation of Care \(Jersey\) Amendment Law 202- \(P.57/2025\)](#)). These include changes to the provisions governing the funding of the Jersey Care Commission and its annual reporting requirements. Should the States Assembly approve these changes, the Framework Agreement between the Government of Jersey and the Commission will be updated accordingly.



12. Compliance with the Public Finances Manual (PFM)

The Framework Agreement (Articles 31–36) commits the Chief Inspector and Accountable Officer to full compliance with the PFM, including:

- Documented budget management and delegation.
- Effective stewardship of assets and resources.
- Regular risk identification and management.
- An Annual Financial Assurance Statement approved by the Board and included in the Annual Report.

The Commission uses Government of Jersey finance systems, so financial performance is monitored through monthly financial reporting provided to the Commission by the Treasury and Exchequer Department. Financial performance and risks are discussed at the quarterly governance/liaison meetings with the Cabinet Office, and by the Board's regular review of finance and risk items on Board agendas.

In addition, The Framework agreement sets out in the arrangements section (paragraph 34) that the Commission will, unless otherwise agreed with the Accountable Officer, use Government of Jersey supplier systems and act in accordance with procurement guidance. The agreement says that when the Commission wishes to deviate from this course, the Accountable Officer will consider any proposals for providing appropriate exceptions. In the event the Commission does not use Government of Jersey suppliers and systems, the Commission will need to demonstrate best value decisions.

All deviations must be documented, justified, and approved by the Accountable Officer. To date the Commission has not needed to seek approval as it has not deviated from approved Government processes.

13. Alignment to Island Outcomes

The Commission supports Island outcomes by:

- Safeguarding the public through independent regulation of health and social care services.
- Supporting continuous improvement and best practice across the sector.
- Publishing transparent inspection findings to inform service users and policy.

These objectives contribute directly to the Health and Wellbeing outcome within the community wellbeing theme of the Jersey Performance Framework. In addition, the Commission recognises it contributes to supporting the economic wellbeing outcomes through its role regulating health and social care providers and registering health and social care professionals. This is measured through KPI achievement, service compliance rates, and stakeholder feedback, all reported publicly.



14. Recent strategic Board decisions

- Approval of the Business Plan The decision responded to the need for a four-year rolling plan to manage a programme of regulatory expansion and was informed by workforce planning, financial modelling and an assessment of regulatory priorities.
- Approval of preparatory work and methodology for regulation of acute Hospital, Ambulance and Adult Mental Health Services Including approval of new standards, inspection methodology, and the Single Assessment Framework following public consultation. Evidence: sector consultation responses, benchmarking with UK regulators (including the Care Quality Commission), and project programme planning documents.
- Approval and oversight of the Digital Registration Project and data governance improvements; to implement an online registration portal and strengthen data governance (including penetration testing and system audits). Evidence considered included project business case components, procurement and supplier reports, user testing feedback and risk assessments.

Where appropriate all decisions also use evidence from sector and public consultations, performance data, and financial modelling.

f) Board agendas are determined by the Chair in consultation with the Chief Inspector. Government of Jersey does not set the agenda but may raise issues which the Board subsequently discusses for example the role of regulation in Assisted Dying.

The Chair and Chief Officer of the Cabinet Office also meet quarterly in a formal liaison/governance meeting, supported by a range of officials including finance, HR and policy specialists from both government and the Commission. These meetings discuss finance, HR and performance alongside any operational and strategic issues and risks which may impact on government or Commission objectives. Any Issues raised though this forum may subsequently be considered by the Board.

g) The Commission maintains an Assurance Framework, reviewed regularly at Board and team level which contributes to tracking strategic risks, controls, and assurance.

15. Reviewing operating model to ensure value for money

The Commission reviews its operating model annually through:

- KPI performance analysis.
- Financial performance against budget.
- Feedback from providers, service users, and stakeholders.

The Commission uses budget monitoring, scenario modelling, project business cases and a programme of process reviews (e.g. Notification process, standard operating processes) to identify efficiencies and ensure value for money.



The Finance Report describes regular monitoring and an explicit focus on embedding internal capacity to reduce contractor spend where feasible. The Annual Statement of Financial Assurance included in the Annual Report confirms that the Commission's financial controls and value for money considerations were reviewed in 2024.

The Commission also uses partnership arrangements (notably with the Care Quality Commission) to secure cost-effective expertise and to help inform the design proportionate inspection models. The Annual Report describes these arrangements and the use of contractors for targeted specialist input with transparent oversight.

The Commission aims to always ensure that resources are deployed proportionately to risk and focused on the highest-impact regulatory work while ensuring the Commission meets its statutory obligations.

If the Committee would like any additional information or evidence on any of the issues raised, please do not hesitate to contact me.

Yours sincerely

Becky Sherrington
Chief Inspector

Sources

- [Jersey Care Commission – Annual Reports and Business Plans](#)
- [2024 Annual Report \(PDF\)](#)
- [Jersey Care Commission Constitution \(PDF\)](#)
- [Framework-Agreement.pdf](#)
- [Regulation of Care \(Jersey\) Law 2014](#)