Jersey Care Commission

INSPECTION REPORT

Positive Steps Limited

Home Care Service

Anderson House
Rue des Pres Trading Estate
St Saviour
JE2 7QN

Inspection Dates
10, 13 and 14 November 2025

Date Published
22 December 2025

1. THE JERSEY CARE COMMISSION

Under the Regulation of Care (Jersey) Law 2014 ('the Law'), all services carrying out any regulated activity must be registered with the Jersey Care Commission ('the Commission').

This inspection was carried out in accordance with Regulation 80 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 to monitor compliance with the Law and Regulations, to review and evaluate the effectiveness of the regulated activity and to encourage improvement.

2. ABOUT THE SERVICE

This is a report of the inspection of Positive Steps Limited. The Home Care is operated by Positive Steps Limited and there is a registered manager in place.

Registration Details	Detail
Regulated Activity	Home Care Service
Mandatory Conditions of Registration	
Type of care	Personal care and personal support
Categories of care	Adult 60+, dementia care, mental health, learning disability, autism
Maximum number of care hours each week	2249 hours
Age range of care receivers	18 years old and over
Discretionary Conditions of Registration	
None	
Additional information	
During the inspection process an updates Statement of Purpose was provided to the Commission.	

As part of the inspection process, the Regulation Officers evaluated the service's compliance with the mandatory conditions of registration required under the Law. The Regulation Officer concluded that all requirements have been met.

3. ABOUT THE INSPECTION

3.1 Inspection Details

This inspection was announced and notice of the inspection visit was given to the Registered Manager seven days before the inspection. This was to ensure that the Registered Manager would be available during the visit.

Inspection information	Detail
Dates and times of this inspection	10 November 2025 – 09:00 – 14:30 13 November 2025 – 09:00 – 14:30 14 November 2025 – 14:00 – 15:00
Number of areas for improvement from this inspection	None
Number of care hours on the week of inspection	2198 hours
Date of previous inspection Areas for improvement noted in 2024 Link to the previous inspection report	6 and 7 November 2025 None IRPositiveStepsLtd2024.11.07Final.pdf

3.2 Focus for this inspection

This inspection focuses on these specific new lines of enquiry:

- **Is the service safe**
- **Is the service effective and responsive**
- **Is the service caring**
- **Is the service well-led**

4. SUMMARY OF INSPECTION FINDINGS

4.1 Progress against areas for improvement identified at the last inspection

At the last inspection, no areas for improvement were identified.

4.2 Observations and overall findings from this inspection

The Regulation Officer reviewed Positive Steps across the established lines of enquiry, including whether the service is safe, effective and responsive, caring, and well-led, and found the service to be operating in line with the Home Care Standards and relevant local legislation. Recruitment practices were robust, with up-to-date policies, comprehensive staff records, verification of employment history, references, and Disclosure and Barring Service (DBS) checks completed prior to employment. New staff receive an employee handbook and a structured induction, ensuring they are familiar with policies, procedures, and have the practical skills to deliver safe and effective care. Staff rotas were consistent with contractual hours, and no concerns were identified regarding staffing levels or deployment.

Training provision was comprehensive, combining mandatory and service-specific modules delivered through face-to-face and e-learning formats. Records demonstrated ongoing monitoring, and staff reported feeling confident, well trained, and open to further development opportunities. Risk assessments and care plans were regularly reviewed, ensuring care remained person-centred and responsive, with feedback confirming that care receivers felt safe and supported. Safeguarding procedures were well understood by staff, and the service's policy was current and aligned with local guidance.

The Statement of Purpose clearly described the service's aims, objectives, management structure, staffing, and arrangements for health, safety, and welfare. Team meetings were held regularly, supporting effective communication, reflection, and continuous improvement. Financial arrangements were transparent. Contingency planning ensured continuity of care during unforeseen events.

Positive Steps prioritises staff wellbeing through regular supervision, appraisals, peer support, and access to mental health resources. Care records were accurate, detailed, and regularly reviewed, with care receivers actively involved in decisions about their support. Multi-disciplinary team involvement and care package reviews demonstrated collaborative, responsive care delivery.

The service demonstrated strong leadership and governance, with clear organisational structures, oversight of incidents, audits of practice, and adherence to policies. Staff reported feeling supported and confident in raising concerns. Overall, Positive Steps provides safe, effective, responsive, and person-centred care, underpinned by strong leadership and a supportive working culture.

5. INSPECTION PROCESS

5.1 How the inspection was undertaken

The Home Care Standards were referenced throughout the inspection.[1]

Prior to our inspection visit, all the information held by the Commission about this service was reviewed, including the previous inspection report, reviews of the Statement of Purpose and notification of incidents.

The Regulation Officer sought feedback from four care receivers and one of their representatives, from whom one care receiver responded. Additionally, Positive Steps also sought input from care receivers for this inspection. The Regulation Officer also had discussions with the service's management and other staff. Feedback was sought from five professionals external to the service, of whom two responded.

As part of the inspection process, records including policies, care records, incidents and complaints were examined.

[1] All Care Standards can be accessed on the Commission's website at https://carecommission.je/

At the conclusion of the inspection visit, the Regulation Officer provided feedback to the Registered Manager and followed up by email, seven days after the last inspection visit.

This report sets out our findings and includes any areas of good practice identified during the inspection.

5.2 Sources of evidence.

New key lines of enquiry	
Focus	**Evidence Reviewed**
Is the service safe	Staff recruitment Induction programme Recruitment policy Employee handbook Rotas Staff feedback Relatives and care receivers' feedback Training Safeguarding policy Risk assessments
Is the service effective and responsive	Statement of purpose Team meeting minutes Written agreements Communication Contingency plan Staff feedback
Is the service caring	Wellbeing Supervisions and appraisals Care plans Mental health team feedback Night community team feedback Relatives and care receivers' feedback Professional feedback
Is the service well-led	Organisational chart Notifications Audits (Significant Restriction of Liberty - SROL) Competency assessments (Medication; infection control; food safety) Policies and procedures Staff feedback Relative and care receivers' feedback

6. INSPECTION FINDINGS

Is the service safe?

People are protected from abuse and avoidable harm.

The Regulation Officer reviewed recruitment processes. Positive Steps demonstrated recruitment practices that are consistent with the Home Care Standards. The service had a clear and up-to-date recruitment policy in place.

Each staff file reviewed contained a completed application form with full identifying details and a complete employment history. At least two references were obtained for each candidate, including one from their most recent employer. In addition, DBS checks were completed prior to the commencement of employment, ensuring that staff were deemed suitable to work.

Upon recruitment, each new employee is issued an employee handbook, which provides access to all service policies and procedures. An induction pack is also initiated on the employee's first day of work. The induction documentation reviewed was fully completed and covered all areas as required by the Home Care Standards. This process ensured that new staff were not only familiar with the service's policies and procedures but also equipped with the knowledge, practical skills, and confidence required to deliver safe and effective care.

A sample of staff rotas was reviewed during the inspection. Staff were observed to be working within their contracted hours, and the rotas reflected the expected staffing levels for the service. There were no discrepancies identified between the scheduled shifts and the hours actually worked. Staffing arrangements were consistent, and there were no concerns raised in relation to the deployment of staff or adherence to the rota system.

Training is provided through a combination of face-to-face sessions and e-learning modules covering both mandatory and service-specific training requirements. The training matrix was regularly monitored and updated to ensure that all training remained current and that staff received the appropriate knowledge and skills to perform their roles safely. This approach demonstrated compliance with regulatory and best practice requirements. Staff spoken with during the inspection confirmed that they felt well trained and confident in their roles. They reported that the training provided by the service was of a high standard, relevant to their work, and supported them to deliver safe and effective care. Staff also expressed openness to undertaking additional or refresher training opportunities.

Individual risk assessments were found to be in place for all care receivers and reviewed regularly. These assessments clearly identified potential risks within the care environment or associated with changes in a person's health or support needs. Each assessment included specific actions to mitigate identified risks and provided clear guidance for staff. This approach ensured that care remained responsive, person-centred, and focused on the safety and well-being of those receiving support. Feedback from care receivers indicated that they felt safe and well cared for by Positive Steps staff.

The Regulation Officer noted that the Commission had received several safeguarding referrals from the service over the past year. During staff interviews, it was evident that staff had a clear understanding of safeguarding principles and were able to describe the process for recognising and reporting concerns in line with the Safeguarding Partnership Board procedures. The service's safeguarding policy was reviewed and found to be comprehensive, up to date, and aligned with local guidance.

Overall, the service demonstrated a proactive and responsible approach to safeguarding and risk management. Staff at all levels were aware of their responsibilities in maintaining a safe environment for care receivers, and the systems in place provided assurance that Positive Steps operates safely and in accordance with both regulatory requirements and best practice standards.

Is the service effective and responsive?

Care, treatment, and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.

The Statement of Purpose was found to be reflective of the services provided. The document clearly outlines the service's aims and objectives, the range of home care services provided, and the types of individuals supported. It also details the service's management and staffing structure, qualifications and experience of care workers, and the arrangements in place to promote the health, safety, and welfare of care receivers. Furthermore, the Statement of Purpose includes information about the service's legal status, governance arrangements, and the complaints process, ensuring transparency and accountability.

During the inspection, the Regulation Officer reviewed team meeting minutes, which demonstrated that meetings are held regularly and provide a consistent forum for discussion and reflection. The records reviewed showed evidence of effective communication, collaborative problem-solving, and opportunities for staff to share feedback. Meetings were also used to provide reflective discussions and emotional support, promoting learning and continuous improvement across the service. Staff reported confidence in the communication systems in place, confirming that information is shared promptly and appropriately.

Multiple communication channels, including digital and in-person updates, were used effectively, ensuring clarity in day-to-day operations and reinforcing a culture of openness and teamwork.

Written agreements between the service and care receivers were reviewed and found to be current, accurate, and reflective of the support being delivered. The service's finance department was observed to follow a transparent and consistent process for the management of fees. Financial records demonstrated that the service manages all monetary matters with clarity, integrity, and fairness, ensuring that care receivers and their representatives are fully informed of any associated costs.

The service also demonstrated robust contingency planning. The plan was reviewed regularly and designed to ensure that care delivery continues in the event of unforeseen circumstances, such as staff absence or emergencies. Staff confirmed that they are aware of their roles and responsibilities within these plans and that the organisational structure provides clear lines of accountability and support.

Overall, Positive Steps demonstrated that care is delivered effectively and responsively. The systems and structures in place ensure that individuals receive safe, person-centred, and adaptable care that responds to their evolving needs. The service promotes effective communication, staff development, and a consistent focus on achieving positive outcomes for care receivers.

Is the service caring?

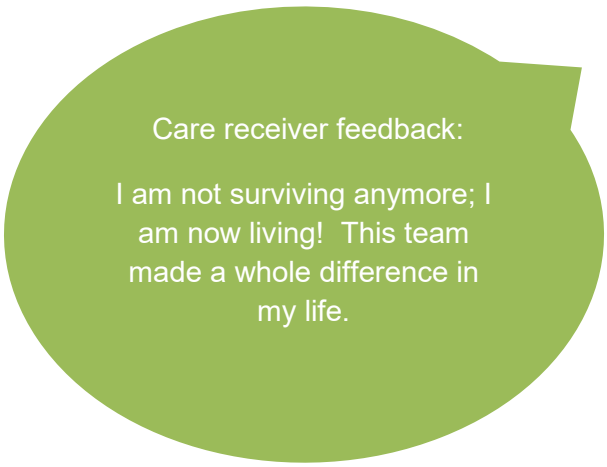
Care is respectful, compassionate, and dignified. Care meets people's unique needs.

Consideration of staff wellbeing was evident throughout the inspection and confirmed by staff feedback. Staff reported feeling supported in their roles, valued within the team, and confident that they have access to appropriate resources when required.

This was further evidenced by the service's records of staff supervision and wellbeing initiatives, which include regular formal supervision sessions, peer support mechanisms, and access to mental health resources, including trained mental health first aiders within the team. These arrangements reflect a clear commitment to staff welfare and create a supportive working environment.

Staff received formal supervision at least four times per year, providing a structured opportunity to discuss performance, roles, responsibilities, and any concerns. Supervision records were appropriately maintained, demonstrating that staff reflection and professional development are embedded into routine practice. Annual appraisals were also conducted, allowing staff to review progress, identify training needs, and align personal objectives with the overall goals of the service.

Positive Steps has developed a dedicated mental health team that is already making a strong and meaningful impact on both care receivers and staff. Although the team is still developing, they have been able to demonstrate clear outcomes for the people they support. The service provided detailed examples of positive changes in care receivers' wellbeing, alongside feedback that highlighted increased confidence, improved coping skills, and a sense of being genuinely listened to and understood. Care receivers spoke openly about the difference this team has made in their lives, describing the support as reliable, compassionate, and transformative.



The team has further plans to strengthen their training offer, expand their staff group, and widen access to their support across the community. This approach to mental health support, and the early yet significant progress shown, is considered an area of good practice.

Care delivery was guided by comprehensive, up-to-date records detailing each person's health and safety needs. Regular reviews included input from care receivers, families, and professionals, keeping support person-centred and responsive. Individual risk assessments enabled staff to manage hazards while maintaining a safe environment.

The Regulation Officer noted evidence of effective Multi-Disciplinary Team involvement and routine care package reviews, demonstrating collaborative practice. These reviews ensure that care is continuously adjusted to meet the evolving needs of care receivers, incorporating input from a range of professionals to deliver holistic support.

Care receivers' choices and preferences were actively respected, with clear evidence that they are involved in decisions regarding their care. Social, cultural, and personal preferences were documented in care plans, ensuring that care delivery is tailored, meaningful, and responsive. A sample of care records reviewed during the inspection confirmed that care plans were completed, regularly reviewed, and updated as necessary to reflect changing needs.

Positive Steps has also developed a night community team that provides personalised support during night-time hours. This service has had a significant impact on the quality of life of care receivers, allowing them far greater control over their preferred bedtime and waking routines. The team has been able to offer additional overnight visits for pressure area care and recovery support, which has proven highly effective and greatly valued. Positive Steps shared feedback showing that, since this service began, many care receivers feel their lives have changed for the better. Several expressed that they are now able to remain in their own homes rather than moving elsewhere due to limitations in night-time support.

Although the team is currently small, the strong demand for the service and the encouraging response from care receivers have led Positive Steps to consider expanding the team in the coming year to support a wider part of the community. This proactive and person-centred approach to night-time care is considered an area of good practice.

Overall, Positive Steps promotes a caring environment where dignity, compassion, and respect are central to practice. Care receivers benefit from active involvement in their care, supported by staff who communicate clearly, uphold professional and ethical standards, and prioritise individual well-being. This approach strengthens trust, promotes independence, and ensures that care is delivered in line with the Home Care Standards and recognised best practice in person-centred care.

Is the service well led?

The leadership, management and governance of the organisation assures delivery of high-quality care, supports learning and innovation, and promotes an open and fair culture.

Positive Steps demonstrated a strong organisational structure during the inspection. An organisational chart was in place, clearly outlining roles and reporting lines across the service. Staff feedback confirmed that they understood the line management and reporting processes, which supports clarity, accountability, and effective operational management.

Accidents and incidents were reviewed as part of the inspection. Notifications submitted to the Commission were appropriate and met the thresholds outlined in the Home Care Standards. The service has robust systems in place to ensure the timely reporting, investigation, and follow-up of incidents, accidents, and identified risks. During the inspection, evidence was provided of internal monitoring and review processes, demonstrating that the service actively manages and learns from incidents to maintain safety and quality.

Significant Restriction of Liberty (SRoL) processes were well embedded in practice. Positive Steps closely monitors SRoL authorisations to ensure that renewal timeframes are adhered to and that the rights of care receivers are respected.

Care plans reflected the necessary documentation and review processes, demonstrating that restrictions are properly recorded, regularly reviewed, and that there is ongoing communication with the Capacity and Liberty team to safeguard the rights and wellbeing of care receivers.

The inspection also highlighted the service's use of audits to monitor compliance and quality across multiple areas. Audits of staff competency confirmed adherence to medication policies, accurate record-keeping, and proper reporting of errors. Audits of infection control reflected that staff were using and disposing of personal protective equipment correctly. Food safety audits indicated that staff are knowledgeable about food hygiene procedures, ensuring meals are prepared and served safely. These audits illustrate a culture of accountability and continuous improvement.

Policies, procedures, and protocols robust, current, and aligned with best practice, legislation, and professional guidance. Policies are regularly reviewed and updated in response to incidents, learning events, or regulatory requirements. Governance arrangements ensure that policies are effectively communicated to staff, with acknowledgement logs confirming that critical guidance, such as infection control and food safety procedures, is understood and followed consistently.

The service demonstrates strong leadership and governance, led by the Registered Manager, who provides direction, oversight, and ensures compliance with all relevant standards. Staff reported feeling supported and confident in raising concerns without fear of reprisal, reflecting a culture of openness, accountability, and professional integrity.

The care provider provided the Commission with the following documented feedback from care receivers regarding the quality of care received:

We would be lost without them. They are all patient and happy and always manage to get a smile from us.

The carers are all lovely. It's nice to have them all arrive so cheerful, and chatty, and making me laugh. Even if it is during the middle of the night!

We are very happy with all our wonderful carers. The addition of night care enables us to relax knowing that all needs of medication and personal care are met and we both feel supported by the emotional care they give us, leaving us happy and well prepared for restful sleep.

Feedback received directly from care receivers:

The team is compassionate, kind, and non-judgmental. They supported me on a trip I would never have achieved alone, which was a huge milestone for my recovery. Positive Steps keeps clients at the centre of visits. My team knows my needs and even anticipates when I need a sensory break before I notice.

I feel very safe with all the staff. The team is knowledgeable and understands my care plan, supporting me both at home and in the community.

I am always kept up to date with changes and feel listened to and valued. There is never any judgement, even when my mental health is in a bad place. I have confidence that I can raise concerns with senior staff and be heard without judgment or repercussions.

When asked about communication within the service staff said:

Best agency so far! We can say anything, positive or negative and our manager will listen to us. We feel that Positive Steps has an open-door policy.

Our communication is very effective, we can call, message and there is always someone to support us. Constant updates are being sent to us.

A professionals' views:

Generally, I have found them to be professional and caring and have worked hard to offer care to my clients in a way that the clients need and desire. I have found most staff to be wonderful to work with.

I felt that they had a very good understanding of the individual's needs and advocated for them well in a very high professional setting.

Communication and Partnership Working – present, and also in a professional arena I witnessed the manager and home manager be very professional

IMPROVEMENT PLAN

There were no areas for improvement identified during this inspection and an improvement plan is not required.

It should be noted that this inspection report should not be regarded as a comprehensive review of all strengths and areas for improvement that exist in the service. The findings reported on are those which came to the attention of the Care Commission during the course of this inspection. The findings contained within this report do not exempt the service from their responsibility for maintaining compliance with legislation, Standards and best practice.

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