

Minutes

Meeting title:	Jersey Care Commission Board	
Meeting date and time:	Wednesday 19 November 2025, 09:00-12:30	
Meeting location:	Jersey Care Commission, 1 <sup>st</sup> Floor Capital House, St Helier, Jersey JE2 3NN and Via Teams	
Meeting chair:	Dr Nigel Acheson (NA)	Chair
Those present:	Lesley Bratch (LB) Kathryn Chamberlain OBE (KC) Jackie Hall (JH) Noreen Kent (NK) Angela Parry (AP)	Commissioner Commissioner Commissioner Commissioner Commissioner
Attendees:	Becky Sherrington (CI) Mark Silver (MS) David Goosey (DG)  Lynsey Corcoran (LC)  Amanda Hutchinson (AH)  Lisa Phillips (LP) Arthur Mainja (AM)	Chief Inspector Head of Business and Performance Chair of the Safeguarding Partnership Group (Item 1) Finance Business Partner Advisor (Item 6)  Expert Advisor (Item 10)  Executive Assistant - Minute taker Observer - BDO Advisory
Apologies:	Lesley Bratch (LB) Gordon Pownall (GP) Malgorzata Ptak (MP)	Commissioner for agenda items 1-5 Commissioner Finance Business Partner

Documents presented:	<ol style="list-style-type: none"> <li>1. Agenda</li> <li>2. Draft Minutes of Board meeting (16 September 2025)</li> <li>3. Chair's Report</li> <li>4. Chief Inspector's Report</li> <li>5. Finance Report (3 Papers)</li> <li>6. Risk Register (2 Papers)</li> <li>7. Business Plan</li> <li>8. Social Care Standards Revision Presentation (2 Papers)</li> <li>9. Forward Look</li> </ol>
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## PART A – PUBLIC SESSION

1.	Chair of the Safeguarding Partnership Group to address the Board
	<p>The Chair (NA) welcomed David Goosey (DG) to the Board. There were brief introductions.</p> <p>The Chair reiterated the importance of safeguarding across all age groups and the need for timely, trusted, multi-agency information-sharing.</p> <ul style="list-style-type: none"><li>• DG became Independent Chair in February 2024 and outlined recent structural changes.</li><li>• The former Safeguarding <i>Board</i> is now a <i>Partnership</i>, reflecting the statutory duty for agencies to work collectively.</li><li>• Five statutory safeguarding partners - Chief Executive, Chief of Police, and Chief Officers for Home Affairs, Children &amp; Young People Services, and Health, are now the data controllers for all safeguarding matters.</li><li>• A new governance structure has been established, including:<ul style="list-style-type: none"><li>○ Ministerial Safeguarding Group</li><li>○ Safeguarding Partners Group</li><li>○ Professional leads for children and adults</li><li>○ Five subgroups (quality assurance; policies/procedures; serious case reviews; learning and development; child death overview)</li><li>○ A new provider network</li></ul></li></ul> <p><b>Priorities for the Next 12 Months</b></p> <ul style="list-style-type: none"><li>• Embed updated policies and procedures</li><li>• Address safer recruitment gaps</li><li>• Strengthen mechanisms for resolving professional disagreements</li><li>• Improve learning from reviews</li><li>• Understand and respond to safeguarding risks affecting migrant communities</li></ul> <p><b>Other Key Points</b></p> <ul style="list-style-type: none"><li>• A revised framework for rapid and serious case reviews now applies across children and adults. Learning summaries will be published where full reports cannot be shared.</li><li>• The current (2019) MOU on information-sharing with the Commission is outdated. Legal advice confirms the statutory partners are data controllers, but written confirmation is still awaited before updating the MOU.</li><li>• Concerns remain around safer recruitment, including inconsistencies in DBS checks and referencing. Work is underway, led by the Director of Mental Health and Community Services, to address systemic issues.</li><li>• DG emphasised the Partnership’s commitment to facilitating engagement with the Commission.</li></ul>

	The session ended with thanks and a shared commitment to strengthened collaboration and information-sharing.
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2.	<p>Welcome, Apologies and Declarations of Interest</p> <p>The Chair opened the meeting by welcoming everyone.</p> <p>There were no new Declarations of Interest to be noted.</p> <p>The Chair shared thanks to colleagues for support with the effectiveness review currently being undertaken by the BDO team.</p>
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3.	<p>Minutes of the last meeting and Matters Arising</p> <p>The minutes of the previous meeting (16 September) were discussed and approved.</p> <p>Proposed Noreen Kent (NK), Kate Chamberlain (KC) seconded.</p> <p>Actions from the previous meeting were reviewed:</p> <p><b>Action 1</b> Commissioners to be notified once a date for States debate on Law change is confirmed and provided with a link to States live webcast site.</p> <p>Noted as complete.</p> <p><b>Action 2</b> The Chief Inspector will follow up with the Minister for Children and Families (RV) to coordinate participation in upcoming podcasts.</p> <p>Noted as complete</p> <p><b>Action 3</b> A link to the <i>Amendments to the Professional Registration Law</i> debate will be shared with all Board members.</p> <p>Noted as ongoing</p> <p><b>Action 4</b> A link to the <i>Assisted Dying</i> debate will be shared with all Board members.</p> <p>Noted as ongoing</p> <p><b>Action 5</b> A management cover paper will be developed to accompany the Finance Report, providing context and highlighting key discussion points.</p> <p>Noted as complete. Will be discussed under agenda item 7.</p> <p><b>Action 6</b> Amendments to the Forward Look were agreed as follows:</p>
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	<ul style="list-style-type: none"> <li>• Add the Complaints Policy to the Forward Look for November 2025 and invite the Law Adviser to participate in the discussion.</li> <li>• Include the Inspection Handbook/Methodology for Hospitals, Ambulance Services, and Mental Health in November 2025.</li> <li>• Minister for the Environment to address the Board in January 2026</li> <li>• Reschedule the Annual Report to the April 2026 meeting.</li> </ul> <p>Noted as complete</p> <p><b>Action 7</b> Invitation to the Minister for the Environment to address the Board.</p> <p>Noted as complete</p>	
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4.	Chair's Report	
	<p>The Chair presented document 3.</p> <p>The Chair commended Commissioners for their professionalism and trust-based relationships, which enabled the extension of the Regulation of Care Law. Positive stakeholder feedback highlighted the Law's role in improving service quality and supporting recruitment, echoed during the September Scrutiny Committee hearing where the Commission's credibility secured unanimous legislative support.</p> <p>The Chair praised regular accountability meetings with the Accountable Officer for their openness, while stressing ongoing budget scrutiny. Commissioners were thanked for contributions to consultations, including the assisted dying review.</p> <p>Looking ahead to 2026, the Chair acknowledged upcoming challenges and opportunities, expressed confidence in the Board's responsiveness, and welcomed the Board effectiveness review as a governance-strengthening tool.</p> <p>The Chair concluded by thanking members and reaffirming commitment to collaboration in the next term.</p>	

5.	The Chief Inspector's Report	
	<p>The Chair welcomed Arthur Mainja (AM), to the Board. There were brief introductions.</p> <p>The CI presented document 4 and highlighted the following:</p> <p><b>Regulatory Engagement and Inspections</b></p> <ul style="list-style-type: none"> <li>• CI attended the annual in-person meeting of the professional regulators' group for the first time; collaboration was limited but participation was valuable.</li> <li>• All inspections are progressing to schedule with no identified risks.</li> </ul>	

- Child and Adolescent Mental Health Service (CAMHS) inspection (with the Royal College of Psychiatrists) is complete; the children’s social work inspection has been published; fostering and adoption inspection is planned for December.

**Standards, Communication and Engagement**

- Adult social care standards review received positive consultation feedback; revised standards will be published in January with no further consultation.
- A quarterly newsletter has launched (40 subscribers), and the first organisational podcast is live. Quarterly podcasts will continue next year.

**Policy and Legislative Developments**

- Draft assisted dying legislation has been lodged for debate in January; timeline extended due to Scrutiny review.
- The Commission declined to comment on potential budget impacts as it is outside its expertise.
- Updated FOI consultation indicates the Commission is likely to be included in FOI Law despite financial/operational challenges.

**International Activity**

- Two regulation officers attended Malta’s national social care meeting at no cost to the Commission.
- Visits to large, low-dependency care homes and observing Malta’s frequent inspection regime informed internal reflection on regulatory approaches.

**Regulation of Care Law Amendments**

- Amendments were debated on 11 November; Scrutiny recommended timelines for bringing services such as medicinal cannabis and dentistry into scope.
- Proposals now move to the Privy Council (up to six months), followed by six months for provider registration.
- Preparations include communication planning, policy reviews, and a full process run-through.

**Other Points**

- Hyperbaric oxygen therapy will not be included in regulatory scope; the Commission is managing communications.
- Government reiterated strong support for regulation of care. Funding is expected to be sufficient for 2026–27 but uncertain thereafter if responsibilities expand.
- The Board stressed documenting risks formally and maintaining evidence-based planning. Risk registers and quarterly meetings support this

6.	Finance Update	
	<p>Lynsey Corcoran (LC) Finance Business Partner Advisor (FBPA) presented document 5 from the closed position in October.</p> <p>There is a £193k underspend Year to Date with an overachieved income of £39k, underspend of 127k on Non-Pay and a £29k overspend on Pay.</p> <p>The full-year variance is £143k underspend with an overachieved income of £39k, £58k underspend on Non-Pay, and £46k underspend on Pay (Due to two vacancies).</p> <p>Current debts total £14,000, with a bad debt provision initially posted in October and subsequently reduced to £2,000. The Board expressed concern that bad debt had not been previously reported. LC explained that, due to significant issues during the introduction of Connect Finance, the reporting of bad debt had not been prioritised. LC will meet with Shared Services, responsible for debt recovery, to address this matter. KC noted that the financial risk should remain with the Government, as the Commission does not engage in debt-recovery activities.</p> <p>It was noted that the Passenger Transport and Travel, Agency Lodging, Entertainment, and Food Services line was used exclusively by the HRG team for Commission staff travel and did not include Board-related travel or associated costs.</p> <p>The Board welcomed the briefing paper as a positive development but requested that future iterations provide fuller narrative and clearer explanations. In particular, the Board noted that several bullet points in the presentation lacked sufficient detail to support effective oversight.</p> <p>Specific areas highlighted included:</p> <ul style="list-style-type: none"> <li>• Non-pay variances: The explanation of underspends such as those relating to timing of supplier payments or delays in regulating new areas did not specify the relevant budget lines, amounts involved, or whether the variances present any concerns</li> <li>• Returned or deferred funding: clarity on how much funding had been returned, how much remains, and how these balances should be interpreted</li> <li>• Inspection-related adjustments: The £52,000 reduction in forecast expenditure requires clearer explanation, including whether the reduced activity relates to fewer new inspections or fewer inspections overall, and whether these costs will reappear in the next financial year</li> <li>• One-off vs recurring impacts: The Board requested explicit distinction between non-recurring savings affecting the current year's outturn and cost pressures likely to recur in future years</li> </ul>	

	<ul style="list-style-type: none"> <li>Board costs: Greater clarity was sought on the causes of variances—e.g., whether a £1,000 overspend resulted from specific one-off events or reflects a general upward trend requiring future budget adjustment.</li> </ul> <p>The Board thanked LC for attending the Board meeting and providing the presentation.</p>	
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7.	Risk Update	
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	<p>The Head of Business and Performance (MS) presented document 6. The following changes were proposed:</p> <p>Closure of the following risk  <b>Maintaining the Credibility of the Commission</b>  <b>Maintaining Operational Readiness to Regulate New Areas</b></p> <p>The original risks arose during a period of uncertainty about the timetable, scope, and resources for hospital regulation, as well as concerns over the 2025 budget. Since then, the situation has improved:</p> <p>Budget: The 2025 budget pressures have been managed, and the 2026 budget is known, reducing the immediate risk of underfunding.  Timetable: Regulation is now expected to start in 2027, allowing for a phased, planned approach instead of urgent implementation.  Risk focus: The main uncertainties now concern future funding adequacy, planning assumptions, and readiness to deliver a multi-year inspection programme once legislation is in place.  Operational outlook: Once legislative changes are confirmed, operational readiness risks will largely subside, shifting the emphasis toward building long-term capability and resourcing.</p> <p><b>Proposed Replacement Risks:</b></p> <p><b>Proposed Risk 4/25: Future Funding Sufficiency New Service Regulation</b>  The Commission’s five-year inspection and regulation plan for the hospital is based on the assumption that adequate funding will be secured from 2027 onwards to provide the necessary specialist expertise and inspection capacity. Risk Horizon medium to long term. Proposed rating Impact 4 Likelihood 3</p> <p>The rating and funding were discussed, and it was concluded that scenario planning is required for this specific risk when reviewing the budget in 2026.</p> <p>The Commission is scheduled to review the five-year plan, incorporate the relevant assumptions, and present the updated version to the Board in January.</p> <p><b>Risk 5/25: Reliance on External Assumptions</b>  The Commission’s planning assumptions for hospital regulation are based on expectations that hospital departments will have implemented improvements and</p>	
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	<p>governance changes by 2027. Risk Horizon: Short to medium-term. Proposed rating Impact 4 Likelihood 3</p> <p>Additional assumptions can be built into the risk and need to be developed and expanded.</p> <p><b>Risk 6/25: Legislative Dependencies and Implementation Timetable</b>  The Commission’s planned regulatory expansion is contingent upon the timely enactment and commencement of the amended Regulation of Care legislation. Risk Horizon: short to medium term. Proposed rating Impact 3 Likelihood 3</p> <p>The Board approved the proposed changes to the risk register, with LC proposing and AP seconding the motion.</p> <p>The Commission received a strong message of support from the Government of Jersey regarding the regulation of care. In the short term, it is anticipated that the Commission can manage core activities for 2026 and likely for 2027, given the planned inspection schedule. However, uncertainties remain for future years, particularly if additional services come under regulatory scope, which may require further funding from the Government.</p> <p>The Board emphasised the importance of formally documenting risks and concerns in writing, to maintain clarity with the Government. This has been done through the Commission’s risk register and quarterly meetings with the Accountable Officer. It was noted that both the Scrutiny Panel and the States Assembly have recognised that adequate funding must accompany any legislative extension of the Commission’s remit, ensuring that new responsibilities can be effectively managed. The Board agreed on the need to establish clear timelines for detailed planning and to maintain ongoing, evidence-based discussions regarding future resource requirements.</p>	
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8.	Business Plan	
	<p>MS presented document 7, a review of the Commission’s proposed 2026 Business Plan.</p> <p>MS outlined a three-year interim plan aligned with Jersey Government’s planning cycle and anticipated 2027 legislative changes. The plan offers a light-touch overview of early inspection activity, separating deliverables from objectives and indicators for clarity. While outcome-based accountability remains a long-term goal, the current plan simplifies structure based on past feedback and addresses uncertainty around future regulatory expansion. The Chair stressed the need to distinguish process measures from outcomes and invited feedback on alignment with strategic objectives.</p> <p>Two key observations were raised regarding the 2026 Business Plan. First, Kate Chamberlain (KC) noted that while enhancing the effectiveness of regulation and inspection is identified as a strategic objective, the delivery of actual inspections was</p>	

	<p>not explicitly listed as a key deliverable or activity. MS acknowledged this and agreed to incorporate the routine inspection programme into the plan.</p> <p>Angela Parry (AP) emphasised the importance of meaningful engagement with service users and people with lived experience, noting that the Commission should move beyond feedback to actively involve stakeholders in governance and decision-making. The Chair supported this, highlighting that the business plan should reflect an outcomes-based approach, sustaining organisational improvements, and maintaining effective regulation of existing services even as new areas come under the Commission's remit.</p> <p>Publication timelines were discussed: Commissioners agreed to approve the draft as a working basis, with final ratification and publication planned for the first Board meeting in January 2026.</p> <p>The Board approved the Business Plan, with Jackie Hall (JH) proposing and Noreen Kent (NK) seconding the motion.</p>	
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9.	Update on Social Care Standards	
	<p>The CI and Amanda Hutchinson (AH) provided an update to the Board.</p> <p>The CI outlined that three sets of care Standards, in place since 2019, had not been updated and were revised rather than rewritten. A public consultation received over 30 responses from service users, charitable organisations, and care providers, which were largely positive and informed the revisions.</p> <p>The updated standards include:</p> <ul style="list-style-type: none"> <li>• <b>Revised titles and scope</b> to accurately reflect the range of services inspected, including women's refuges, men's shelters, and district nursing</li> <li>• <b>Person-centred language</b> emphasising choice and empowerment</li> <li>• <b>Staffing requirements</b> clarified, including the use of dependency tools to ensure staffing levels reflect service needs and high-dependency care</li> <li>• <b>Premises standards</b> aligned with international regulatory benchmarks</li> <li>• <b>Duty of care and visiting policies</b> updated to promote transparency, accountability, and family engagement, in line with new regulatory requirements.</li> </ul> <p>The Standards have been modernised, streamlined, and will be launched in early 2026. Care providers will receive a communication chart detailing the changes and will have a final opportunity to provide feedback prior to full publication.</p> <p>The Board expressed its gratitude to AH and the team for their work and acknowledged the considerable effort that has gone into this project.</p> <p>Feedback from the Board is requested by 26 November 2025.</p>	

10.	Update on Communications Plan	
	<p>The CI noted that the Commission is collaborating with Switch Digital on a designated project to prepare communications for January related to the inspection process for hospitals, ambulance services, and mental health services.</p> <p>Becky Sherrington outlined the key elements of the communications plan:</p> <ul style="list-style-type: none"> <li>• Development of a Frequently Asked Questions (FAQ) resource for Islanders, existing providers, and those new to regulation</li> <li>• Finalisation and testing of the Inspection Handbook, with anticipated minor adjustments before submission to Switch Digital for publication</li> <li>• Communications regarding the inspection process will target both the public and key providers throughout the year</li> <li>• Initial revisions to complaints guidance and messaging are underway, with further implementation planned in the coming months</li> <li>• Preparation of updated guidance for registered providers and registered managers, as well as guidance on registration processes.</li> </ul> <p>The Board acknowledged that broader communications for hospitals and mental health inspections will commence in the new year and noted ongoing engagement.</p> <p>The Commission’s strong visibility was highlighted and emphasised the importance of ensuring communications reach all stakeholders, including those less likely to engage. The CI noted that communications efforts are not solely digital; initiatives include parish magazine distribution to all households and updated easy-read materials for inspections.</p> <p>The Board acknowledged these efforts as a positive development and encouraged continued focus on accessible, inclusive, and effective communications.</p>	

11.	Forward Look	
	<p>The Chair reviewed the Forward Look, and the following amendments were agreed:</p> <p>Due to the disruption to flights, the Board may consider changing the timetable for next year.</p> <p>A discussion regarding budget should be scheduled for early next year and the remote sessions are to be determined by the Chair and the CI.</p>	

## JERSEY CARE COMMISSION

### Action Points

	Action Point	Owner	Status
1.	Commissioners to be notified once a date for States debate on Law change is confirmed and provided with a link to States live webcast site	Chief Inspector/Chair	Ongoing
2.	A link to the <i>Amendments to the Professional Registration Law</i> debate will be shared with all Board members.	Chief Inspector	Ongoing
3.	A link to the <i>Assisted Dying</i> debate will be shared with all Board members	Chief Inspector	Ongoing
4.	The Board requested more detailed narrative, to better support governance oversight over risks around finance	Head of Business and Performance/Chief Inspector	
5.	Board dates for 2026 to be finalised once travel arrangements have been re- booked.	Chair	Complete
6.	Remote Board Standard agenda items for 2026 to be finalised	Chair	