



2025

Annual Report



**Jersey Care
Commission**



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Foreword by the Chair



Dr Nigel Acheson
Chair of the Jersey Care Commission

It has been a privilege to serve my first year as Chair of the Jersey Care Commission. This year has been one of progress and preparation as we continue to strengthen independent regulation in Jersey and build confidence in the quality and safety of care.

Our work matters because it touches the lives of Islanders every day. Regulation is not just about compliance, it is about supporting improvement, listening to the voices of those who use services, and ensuring care is delivered with dignity and respect.

In 2025, we maintained a strong inspection programme and worked closely with providers to promote best practice. At the same time, we prepared for a major expansion of our remit: the regulation of acute hospital services, ambulance services, and Government adult mental health services. These changes, alongside updates to the Regulation of Care Law, represent an important step forward for Jersey's health and social care system.

Our 2025 activity is summarised in the Highlights on the next page. One of the key features of the approach to regulating health and care services in Jersey is the focus on supporting improvement in services. This year the Commission hosted an engagement event to celebrate some of the improvement work that has been undertaken by providers in Jersey. I would like to take this opportunity to thank each of the teams who shared their work at the event and for their commitment to improving the quality, safety and experience of care in Jersey.

In June, the Commission hosted the 38th meeting of the European Partnership for Supervisory Organisations in Health Services and Social Care,

bringing together experts from jurisdictions including the Netherlands, England, Wales, Malta, Croatia and Singapore. The two-day event provided an opportunity to share and learn from the approaches being taken to regulation across nations.

A key part of the discussion, and an important consideration for the Jersey Care Commission, focused on finding the right balance between ensuring safe, high quality care through effective regulation and keeping the regulatory burden on providers and the cost to taxpayers, proportionate.

Based upon the experience of our collaborative, improvement focused approach to regulation of health and care services, the Commission looks forward to building upon this approach as the scope of regulation expands to cover further services in 2026.

Looking ahead, our priorities are clear. We will:

- Begin inspections of newly regulated services
- Continue to strengthen engagement with care receivers and families
- Embed risk-based approaches to focus resources where they make the greatest impact
- Ensure we have the capacity and capability to deliver our growing responsibilities effectively.

I want to thank Commissioners, staff, and stakeholders for their commitment and collaboration. Together, we will continue to uphold high standards and provide assurance that care in Jersey is safe, effective, and person-centred.

Nigel Acheson

Dr Nigel Acheson
Chair of the Board of Commissioners

27 February 2026



2025 Highlights



READY FOR NEXT PHASE REGULATION

Drafted standards and inspection handbook for hospital, ambulance and Government adult mental health services following public consultation



PROFESSIONAL REGISTRATION

3,900+

Registered or renewed professionals



DIGITAL

Continued development of the online registration system



122

inspections/visits completed and reports published



ENGAGEMENT

Care Provider Engagement Day; "Faces of Care Regulation" & "Care Conversation" social media series



RECOGNITION

Comptroller & Auditor General 'most improved' Award for our 2024 Annual Report



STANDARDS

Reviewed adult social care and children's standards and inspection handbooks



PEOPLE

3-star "worldclass" staff engagement rating; three Regulation Officers completed International Regulators Course



INTERNATIONAL

Hosted EPSO conference and visits from Malta & Singapore; strengthened UK partnerships



About the Jersey Care Commission

The Jersey Care Commission is the independent regulator for health and social care services in Jersey.

Established under the Regulation of Care (Jersey) Law 2014, we set standards, register services and professionals, inspect against those standards, and publish findings so that people can make informed choices about their care. We regulate services delivered by Government, Parishes, private providers and the voluntary sector.

A Board of Commissioners provides strategic oversight and holds the executive to account. Commission officers carry out inspections, registration, and enforcement, supported by business support services and data functions.



Our Vision

We are a trusted, proactive regulator that promotes excellence and inspires confidence in health and social care helping to improve outcomes for Islanders.

Our Mission

We independently regulate, inspect and support improvement in health and social care so that people receive high-quality, safe, person-centred support.

Our Values

- Person-centred
- Integrity
- Openness and accountability
- Efficiency and excellence
- Engagement

What we do

We regulate and inspect services for adults and children, including care homes, home care, adult day services and children's social care, providing independent assurance, promoting best practice and helping achieve better outcomes.

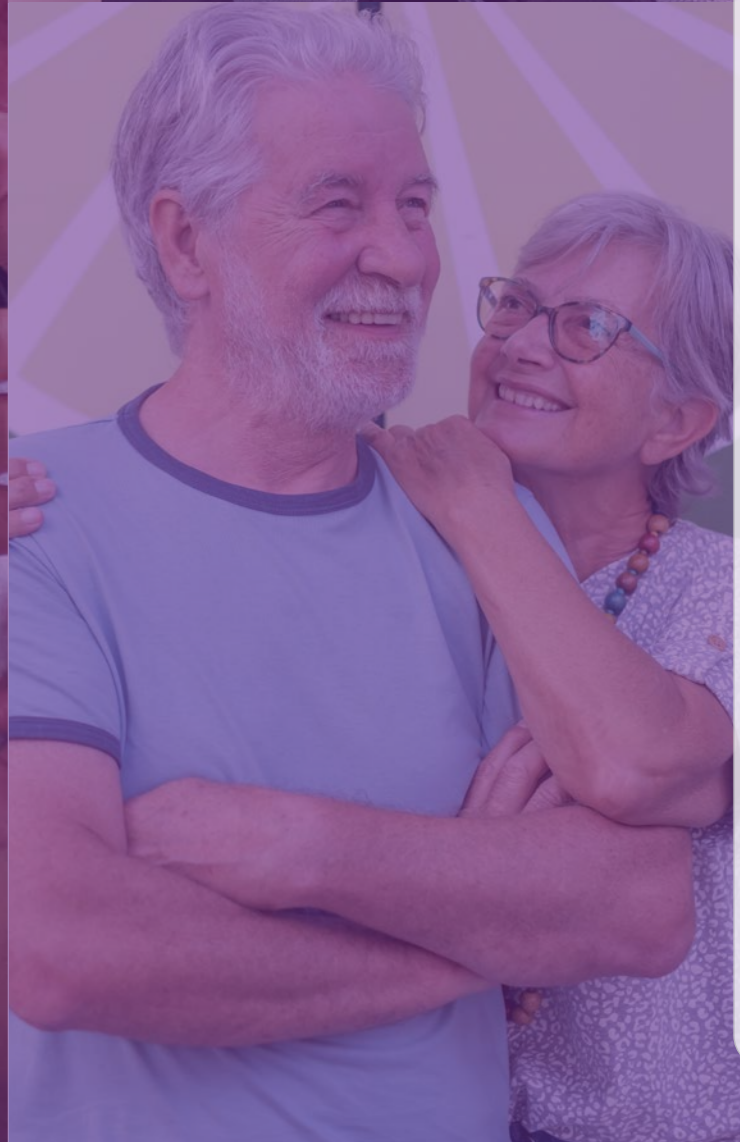
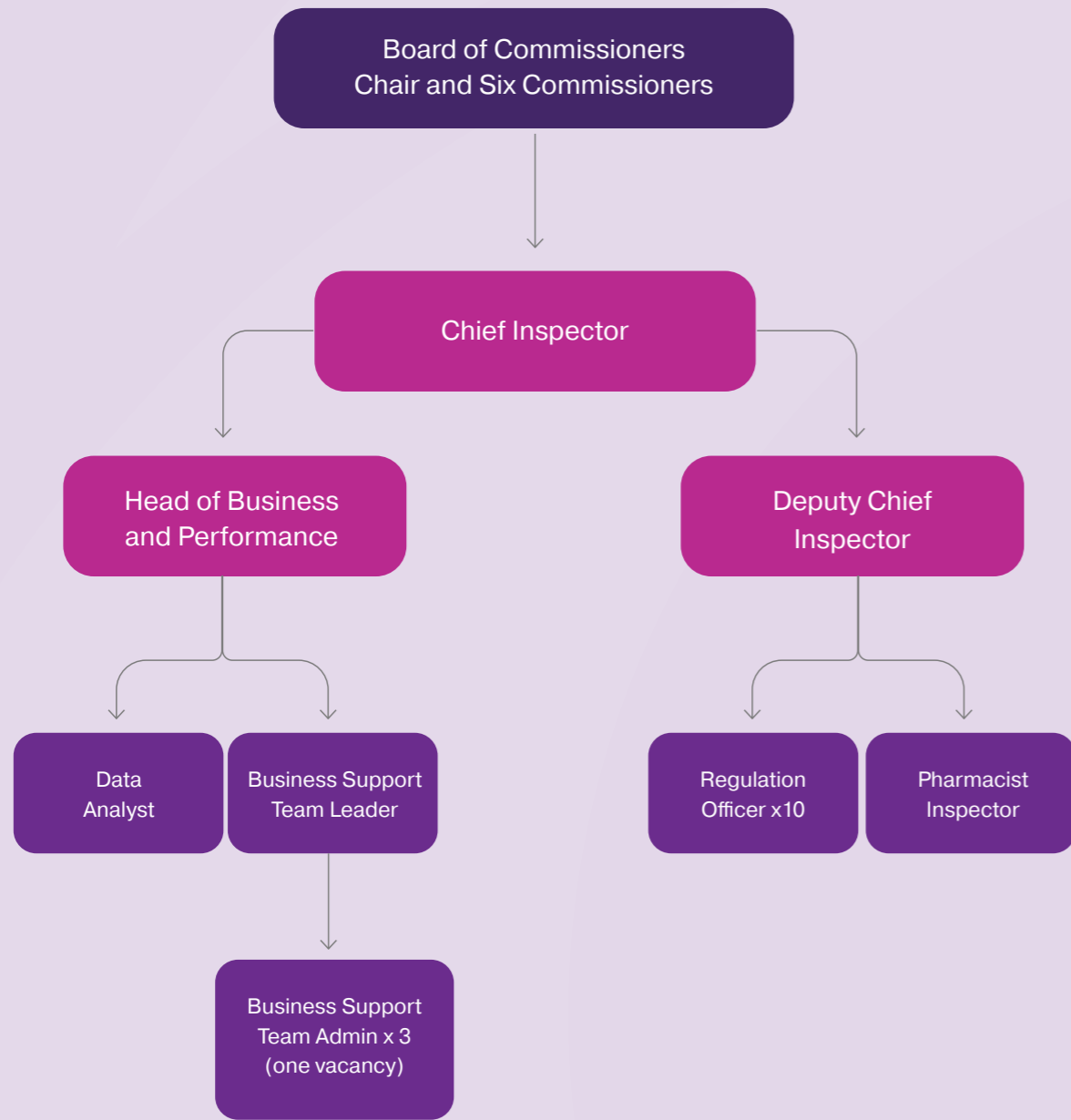
We also register health and social care professionals, piercing and tattooing businesses, laser services for cosmetic purposes, and Yellow Fever Centres.

- ➔ We provide the people of Jersey with independent assurance about the quality, safety and effectiveness of their health and social care services.
- ➔ We promote and support best practice in the delivery of health and social care by setting high standards and challenging poor performance.
- ➔ We work with service users, their families and carers to improve their experience of health and social care and achieve better outcomes.

How We Work

Our approach is aligned to Right-touch regulation principles set out by the Professional Standards Authority: proportionate, consistent, targeted, transparent, accountable and agile. We intervene based on risk and evidence, keep processes user-friendly, and continually learn from practice.

Our Structure



Performance Report

The Commission is an independent body funded through a mix of fee income and public funding. As a public regulator, we support the Government of Jersey's sustainable wellbeing goals by assuring quality and safety in care and by providing clear, proportionate oversight.

The Government has set objectives for the Commission to provide independent assurance on the quality and safety of services, ensure poor practice is identified and addressed, and maintain public confidence through effective, proportionate, value for money regulation. The formal objectives are recorded in the Corporate Governance Report.

In 2025 we focused on delivering the inspection programme, improving inspection report clarity, refining standards and methodologies, and preparing for future regulation of hospital, ambulance and Government adult mental health services

Sustainable Wellbeing and the Commission's Role

Jersey is one of the few jurisdictions to enshrine a requirement to consider sustainable wellbeing in Government decision-making. To measure progress, the States of Jersey use the Jersey Performance Framework, which combines:

Island Outcome Indicators

tracking long-term progress toward sustainable wellbeing.

Service Performance Measures

short-term indicators of how well public services are performing.

The Island Outcome Indicators focus on three themes:

Environmental Wellbeing

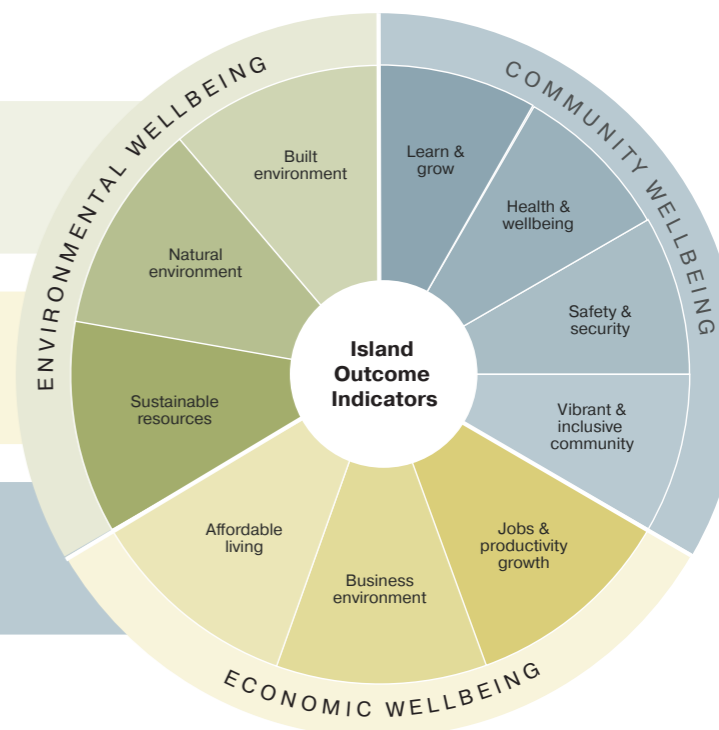
protecting and enhancing the natural environment

Economic Wellbeing

supporting a stable and thriving economy.

Community Wellbeing

improving quality of life for Jersey residents



The Commission contributes directly to these objectives by:

- Providing independent assurance on the quality, safety, and effectiveness of health and social care services
- Ensuring providers uphold high standards, with swift action when care falls below expectations
- Building public confidence in regulation as effective, relevant, and value for money.

While our work primarily supports Community Wellbeing, we also influence Economic and Environmental Wellbeing by applying proportionate, risk-based regulation that safeguards care quality while enabling a sustainable, well-functioning care sector.

Chief Inspector's Report



Becky Sherrington
Chief Inspector

This year has been both rewarding and highly significant for the Jersey Care Commission. Preparing for the Ministerial debate on amendments to the Regulation of Care Law, extending regulation to hospital, ambulance, and Government adult mental health services has been a major focus, and I have seen firsthand the dedication of our team as we take on responsibilities that will strengthen assurance across some of the Island's most critical services.



Over the past 12 months, I have also been genuinely inspired by the positive impact of our work, which has directly contributed to safer and responsive care for people using both adult and children's services.

With new colleagues joining the organisation, we have continued to prioritise development and to explore different approaches to regulation. Our collaboration with UK and international partners including regulators from Singapore, Estonia, the Isle of Man, the Netherlands, and Malta has been invaluable. Engaging with counterparts across the UK and Ireland has reinforced the importance of continually reflecting on our methods and ensuring that our work remains grounded in our regulatory principles. Board membership on the Institute of Regulation also places the Commission within a recognised professional network, strengthening our regulatory credibility and supporting continuous improvement.

External recognition, including receiving an award for the 2024 Annual Report from the Comptroller and Auditor General, has affirmed the quality and integrity of how we report what we do. Collaboration with the Care Quality Commission (CQC), Health Information and Quality Agency (HIQA), Ofsted, and the Royal College of Psychiatrists has extended our access to sector wide expertise, strengthening our standards and advancing the quality of our regulatory practice.

Just as important has been our engagement with the public, providers, and the wider sector. From public consultations on the social care standards, to the redesign of our inspection reports, to launching our "Care Conversation" podcast featuring Sanctuary Trust and the Shelter Trust, I have been struck by the dedication, compassion, and exceptional leadership that characterises Jersey's care community.

This year has been one of learning, reflection, and progress. I am immensely proud of the Commission, of the commitment shown by our team, and of the real difference our work continues to make to the lives of residents, families, and carers across Jersey. Every challenge and opportunity has reinforced why our mission matters: ensuring safe, high-quality care for all.

Becky Sherrington
Chief Inspector

27 February 2026

Strategic Objectives

1

Enhance the effectiveness of regulation and inspection.



2

Collaborate with providers, Government and stakeholders.



3

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



4

Maintain a comprehensive professional register.



5

Invest in technology and data analytics to drive innovation and informed



6

Develop our organisational capabilities and resilience.



Performance Analysis



1. Enhance the Effectiveness of Regulation and Inspection

We deliver effective independent regulation and inspection of health and social care services in Jersey, always focused on improving outcomes for people who use those services.

We do this by:

- Setting clear standards based on best practice
- Carrying out regular inspections and publishing reports that highlight what's working well and where improvements are needed
- Working with providers to support continuous improvement and ensure care is safe and high quality.

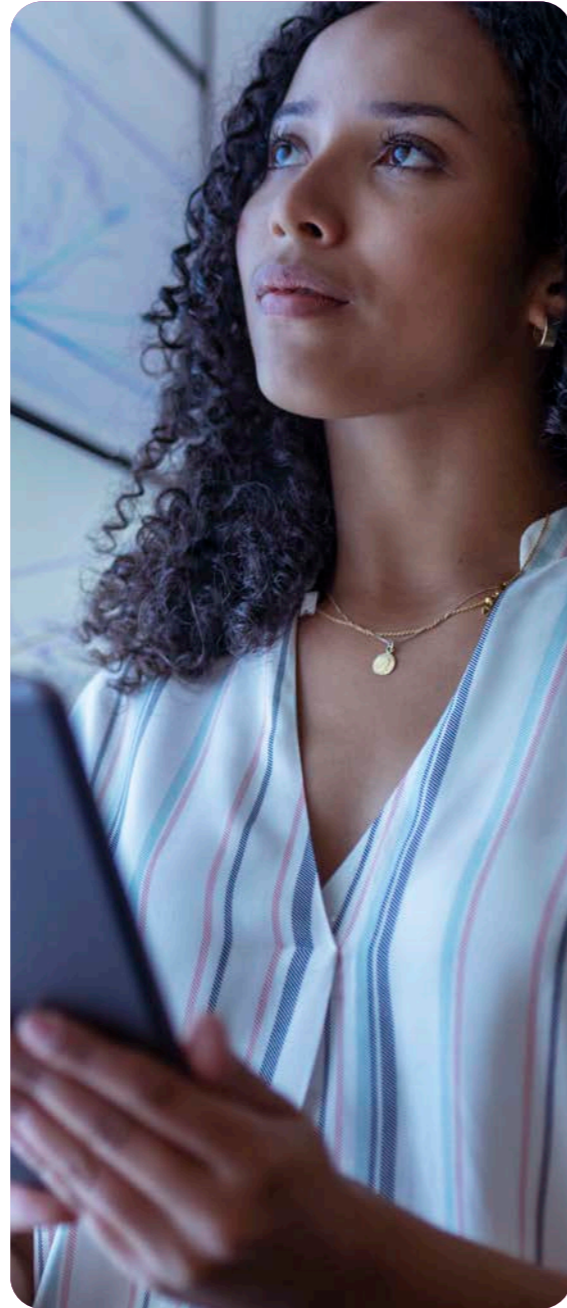
When we identify areas for improvement, we put proportionate monitoring in place. This may include follow-up inspections, progress updates from providers, or targeted visits. Where serious concerns are identified, the Commission uses formal escalation and enforcement processes.

In 2025, formal enforcement action was applied on seven occasions. This action ranged from agreed and voluntary improvement plans, monitored by the Commission, to the issuing of formal improvement notices requiring specific actions to be taken. During the year, the Commission issued two improvement notices.

These actions provide assurance that services are addressing identified concerns and making progress towards meeting the required standards.

Progress in 2025

- Completed a total of **122 Inspections** or visits including 112 statutory inspections, 4 additional inspections, 4 monitoring visits and 2 reviews of non-registered services, publishing clear reports for providers and the public where there is a statutory requirement
- Reviewed and **updated standards** for Home Care, Care Homes and Adult Day Care clarifying expectations and embedding best practice
- Finalised the **Single Assessment Framework**, service specific frameworks and the inspection handbook for hospital, ambulance and Government adult mental health services
- Applied proportionate **monitoring** where improvements were needed, including follow-up visits and progress updates
- Used formal **escalation and enforcement processes** in cases where standards were not met, ensuring swift action to protect people who use services
- Strengthened our **inspection quality assurance** process
- Reviewed the Standards for Social Work Services for Children and Young People and the Children’s Social Care Services Inspection Handbook
- Undertook a mapping exercise to ensure the Children’s Home Standards aligned with the Jersey Children First Well-being indicators
- Carried out **19 medications focused inspections** as part of the inspection programme.



Next Steps

- Final preparations and begin inspections of newly regulated areas (hospital, ambulance, and Government adult mental health services)
- Continue improving inspection reports for clarity and accessibility
- Strengthen risk-based approaches to target resources where they make the greatest impact
- Expand engagement with providers and service users to ensure inspection processes remain transparent and supportive of improvement
- Undertake a project to strengthen formal governance processes in relation to regulated activities.

2. Collaborate with Providers, Government, and Stakeholders

We work closely with care providers, Government, and other partners to share learning and shape improvements.

Through consultations, engagement events, and open dialogue, we help ensure regulation is proportionate, risk-based, and responsive to the needs of Jersey’s care sector. Collaboration strengthens trust and supports a shared commitment to safe, high-quality care.

Progress in 2025

- Hosted the EPSO conference in Jersey and visits from regulators in Singapore and Malta to share experiences
- Delivered joint awareness and training activity with Dementia Jersey, supporting person-centred care in regulated services
- Held an Engagement Day where providers shared experiences of regulation and improvement, informing future inspection focus
- Worked with UK regulators to align standards and share best practice
- Provided expert advice on healthcare policy reforms, assisted dying proposals, and Regulation of Care (Jersey) Law 2014 changes
- Contributed to consultations on Freedom of Information legislation and attended Scrutiny Panel sessions
- Launched the ‘Faces of Care Regulation’, a social media series highlighting how our dedicated team members use their experience and professional expertise to help shape and ensure safe, high-quality care in Jersey
- Continued the Care Conversations. Shared stories via social media platforms directly from service providers and care regulated by the Commission, as well as from care users.
- Worked with Children’s Social Care Service on the review of the Standards for Social Work for Children and Young People and the Children’s Social Care Services Inspection Handbook.

Next Steps

- Deepen collaboration with UK and other international regulators to help develop and refine our approach to regulating new areas
- Continue sector engagement through events, newsletters, and podcasts
- Provide ongoing input into policy development and legislative changes
- Strengthen feedback loops with providers to ensure regulation remains proportionate and effective.



3. Engage with and Empower Service Users, Families, and the Community

People who use care services and their families are at the heart of what we do. We listen to their experiences, make information accessible, and involve them in shaping standards and inspection approaches.

Our goal is to ensure that everyone understands what good care looks like and feels confident that their voice matters.

Progress in 2025

- Delivered public consultation across care sectors, generating a broad range of responses
- Published feedback and complaints guidance in child-friendly formats and Easy Read documents
- Continued the “Care Conversation” podcast series
- Redesigned inspection reports for clarity
- Expanded and enhanced public-facing information.

Next Steps

- Increase opportunities for service users and families to shape standards and inspection approaches
- Develop more accessible resources, including video explainers and multilingual materials
- Expand the podcast series and engagement events to reach a wider audience
- Strengthen partnerships with community organisations to amplify the voices of service users.



4. Maintain a Comprehensive Professional Register

We keep an accurate, up-to-date register of health and social care professionals so Islanders can trust that those providing care are qualified and meet required standards.

Our digital registration system makes it easier for professionals to submit their details and for the public to check credentials quickly and easily.

Progress in 2025

- Further improved the digital professional registration system to support online self-service updates and renewals, with usability refinements
- Registered and renewed over 3,900 health and social care professionals
- Worked with UK professional bodies to ensure robust fitness-to-practise processes.

Next Steps

- Further improve the digital portal with new features and increase the range of professionals who can use the service
- Maintain strong links with UK regulators to uphold standards and protect titles
- Explore opportunities for automation to streamline registration processes
- Continue monitoring compliance and accuracy of the public register.

5. Invest in Technology and Data Analytics

We use technology and data to improve how we regulate and to make our processes simpler and more transparent. From digital registration to smarter reporting tools, we’re building systems that help us work efficiently and give providers and the public better access to information.

Progress in 2025

- Enhanced the digital registration system and improved website accessibility
- Developed dashboards and data governance processes to support smarter decision-making
- Enhanced information management capabilities through robust data governance controls and processes.
- Identified automation opportunities to reduce administrative burden and improve efficiency
- Strengthened cyber security measures and data protection compliance.

Next Steps

- Deliver further automation and digital enhancements to support inspections and reporting
- Expand analytics capability to identify trends and inform regulatory decision making
- Continue improving accessibility and user experience across all digital platforms
- Maintain robust data governance and security standards.

6. Develop Our Organisational Capabilities and Resilience

We are committed to building an effective and adaptable organisation that can meet the challenges of an expanding regulatory remit, while using public funds responsibly. This means investing in our people, processes and systems so we have the skills and capacity to deliver high-quality, proportionate and value for money regulation.

We continue to strengthen our workforce, improve our ways of working and enhance our digital tools. This supports organisational resilience and ensures we can respond to new risks and opportunities while maintaining public confidence in our work.

Progress in 2025

- Achieved a 3-star “world-class” rating in the staff survey, reflecting a high performing team culture
- Delivered training and development, including three Regulation Officers completing the international Regulators Course (Erasmus University)
- Strengthened internal processes for business planning, performance management, and financial oversight
- Maintained effective governance and accountability arrangements with Government
- Applied a value for money approach to resourcing and delivery, including targeted use of specialist contractors, careful management of vacancies, and incremental delivery of digital improvements within available budgets
- Commissioned an external review to assess the effectiveness of our Governance arrangements and readiness to meet future challenges.

Next Steps

- Continue investing in staff development and wellbeing initiatives.
- Build capacity to deliver new regulatory responsibilities effectively
- Enhance internal systems and processes for agility and resilience
- Further strengthen how value-for-money considerations inform resourcing, planning and delivery decisions, ensuring that staffing, commissioning and digital investment remain proportionate to risk, impact and available funding
- Develop a plan to implement the recommendations from the external review to strengthen governance and financial stewardship and support our long-term sustainability
- Review our performance framework to strengthen how we measure outcomes and impact for Islanders, aligning with the Government of Jersey’s Outcomes-Based Accountability approach.



Performance Measures

Key Performance Indicators (KPIs)

KPI 1 Inspection and regulation of regulated activities

The Commission will maintain and apply the Regulations and Standards for all regulated activities through an inspection regime that measures the quality, safety, and effectiveness of services, ensuring established methodologies and frameworks are followed.

KPI 1.1

100% of annual inspections in respect of regulated activities are completed, as required in law.

TARGET
100%
OUTCOME
100% ✓

The Commission completed 100% of statutory inspections required in law during 2025. A total of 112 statutory inspections were carried out across regulated activities. In addition, the Commission undertook 10 follow-up inspections and reviews to monitor progress, provide assurance on improvement, and address identified risks.

This demonstrates the Commission’s continued ability to deliver its statutory inspection programme while maintaining a proportionate, risk-based approach.

KPI 1.2

80% of inspection reports completed and ready to share with the care provider within 28 days of an inspection having concluded.

TARGET

80%

OUTCOME

87% ✓

The Commission exceeded its target for completing inspection reports within 28 days of the conclusion of an inspection, achieving 87% in 2025.

This is an improvement compared with 2024, when 76% of reports were completed within target. The improvement reflects enhanced inspection scheduling.

KPI 1.3

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

TARGET

100%

OUTCOME

100% ✓

The Commission met its target to publish 100% of inspection reports within five working days of finalisation during 2025.

This ensures timely public access to inspection findings, supports transparency, and provides assurance to care receivers, providers, and other stakeholders. Prompt publication also enables providers to act quickly where improvements are required and reinforces public confidence in the regulatory process.



KPI 1.4

100% of inspections and inspection reports to meet quality assurance criteria.

TARGET

100%

OUTCOME

100% ✓

The Commission applies a quality assurance framework to all inspections and inspection reports to ensure consistency, accuracy, and compliance with agreed regulatory standards.

In 2025, 100% of inspections and inspection reports met the Commission's quality assurance criteria. Quality assurance checks focus on the application of inspection methodology, clarity of findings, evidence-based judgements, and consistency of reporting.

This process supports reliable regulatory decision making and provides confidence to providers, service users, and the public in the quality and robustness of inspection outcomes.

KPI 1.5

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

TARGET

100%

OUTCOME

100% ✓

The Commission reviews all improvement and action plans within timescales that reflect the level of risk, urgency, and complexity of each issue identified during inspection.

In 2025, 100% of improvement and action plans were reviewed within the agreed timescales. Review arrangements are determined on a case-by-case basis and may include written updates from providers, targeted monitoring visits, or follow-up inspections where higher risk concerns are identified.

This approach ensures that limited resources are targeted proportionately and that action is taken where it has the greatest impact on safety and quality of care, while still maintaining oversight of all required improvements.

KPI 1.6

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

OUTCOME

Achieved

Engagement with care receivers, relatives, staff, and relevant external professionals is a core part of the Commission's inspection methodology. In 2025, this engagement took place in 100% of inspections where it was considered relevant, appropriate, and in the best interests of those involved.

Decisions about who to engage with are made by Regulation Officers using professional judgement, considering factors such as the size and nature of the service, the capacity and wishes of care receivers, and safeguarding considerations.

This approach ensures that inspection judgments are informed by lived experience wherever possible, while respecting individual circumstances and maintaining a person-centred, ethical regulatory approach.



KPI 1.7

OUTCOME

Achieved

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

As part of its quality assurance arrangements, the Commission seeks structured feedback from providers and registered managers following inspections and in relation to other regulatory services.

In 2025, the Commission collected feedback through a post inspection survey and published a summary of responses. This feedback is used to assess the clarity, consistency, and professionalism of the inspection process, and to identify opportunities to improve how the Commission communicates and engages with regulated services. While this activity does not measure inspection outcomes or service quality, it provides important assurance about how regulation is delivered, supporting transparency, learning, and continuous improvement within the Commission's regulatory practice.

KPI 2 Registration of regulated services

The Commission will register all services new to regulation and will make any necessary changes to registration details of existing regulated services, for example Directors or registered provider, registered manager, or conditions, within agreed timescales, following receipt of all required information.

KPI 2.1

TARGET

100%

OUTCOME

100% ✓

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

In 2025, the Commission finalised 100% of applications for registration of regulated services within four weeks of receiving complete information.

Timely registration ensures new services can begin operating without unnecessary delay, while maintaining appropriate safeguards to confirm compliance with regulatory requirements.



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.

The Commission completed 100% of requests for changes to registration details, including changes to directors and registered managers, within the required four-week timeframe.

This supports accurate records, effective oversight, and clarity of accountability within regulated services.



KPI 2.3

TARGET

100%

OUTCOME

100% ✓

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

All requests for changes to conditions of registration were processed within agreed timescales in 2025.

This ensures that regulatory controls remain appropriate and responsive to changes in service delivery and risk.

KPI 2.4

TARGET

100%

OUTCOME

100% ✓

The Commission will undertake 100% of annual reviews and registrations of designated Yellow Fever Centres, as required by law.

The Commission completed all required annual reviews and registrations of designated Yellow Fever Centres, in line with statutory requirements.

This provides assurance that high risk infection control services continue to meet international and local standards.

KPI 3 Collaborate with providers, government and other stakeholders

KPI 3.1

Consult with the care sector to hold at least one sector-wide engagement event with the Commission and regulated providers.

OUTCOME
Achieved

The Commission held the Provider Engagement Day, a sector wide event where providers shared practical improvements, learning and feedback.

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
Achieved

The Commission facilitated a workshop on successful care delivery, as well as other targeted engagement activities to raise awareness of regulatory standards and current issues affecting the care sector.

These sessions support consistency of understanding and promote improvement across regulated services.

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
Achieved

The Commission reviewed the effectiveness of its communication channels to ensure providers and stakeholders can access information, provide feedback, and engage meaningfully with the regulator. As a result, we launched our first newsletter for the social care sector, as well as a podcast where managers of organisations reflect on their experiences.

This supports transparency and responsive regulation.



KPI 3.4

Ensure relevant information is made available to providers and other stakeholders.

OUTCOME
Achieved

Relevant information was made available to providers and stakeholders throughout the year through published guidance, consultation materials, events, and digital communication.

KPI 3.5

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

OUTCOME
Achieved

The Commission reviewed how we work with key partners. In response we joined the UK professional regulators meeting to ensure we have a better understanding of a broad range of regulatory issues. We also took part in the Professional Standards Authorities consultation on the principals of good regulation. Finally, we extended our existing agreement with the CQC that supports the expansion of regulation into new areas.

KPI 4 Engage with, and empower service users, their families and the community

KPI 4.1

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

OUTCOME
Achieved

The Commission continued to engage and consult with community groups. In 2025, this included working with Dementia Jersey and Jersey Cares.

This ensures regulatory work is informed by lived experience and public expectations.

KPI 4.2

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

OUTCOME
Achieved

Website data and user feedback were reviewed to understand how Islanders access regulatory information resulting in improved clarity and accessibility.

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 in engaging with Islanders.

The Commission used feedback channels, and engagement to assess how effectively the website met Islanders' needs. This resulted in improved accessibility functionality as well as a news section to enable website visitors to easily access the latest information.

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 reviewed the provision of key information to ensure it is available in formats that reflect the varied needs of Islanders, supporting inclusive access to regulatory information. This included providing information about making complaints in Easy Read format and providing some information in languages other than English.

KPI 5 Maintain a comprehensive Professional Register

KPI 5.1

OUTCOME
Achieved

Ensure accuracy and completeness of Professional Register, including timeliness of amendments and updates.

The Professional Register remained accurate and up to date throughout 2025, with timely amendments and updates ensuring public confidence in professional regulation.



KPI 5.2

OUTCOME
Not Reported
(data not yet sufficiently reliable for publication)

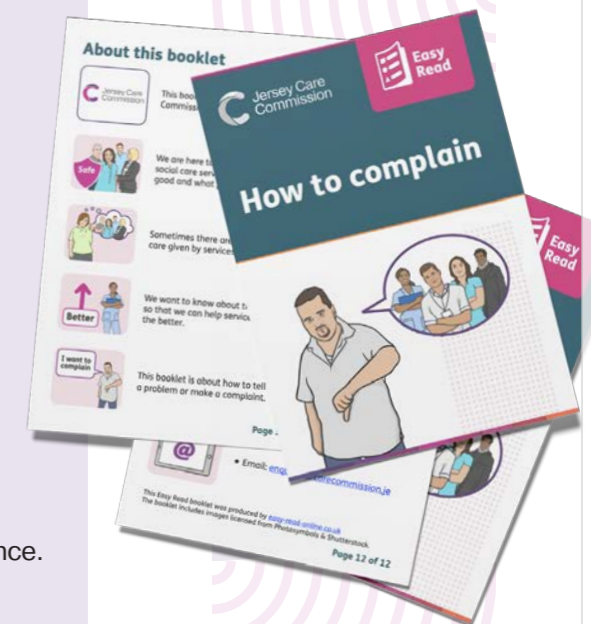
Meet timeliness targets for registration applications and updates (based on receipt of all required information).

- 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.

In 2025, the Commission could not publish a reliable result for KPI 5.2. While internal monitoring suggests timeliness standards were generally achieved, the digital system did not consistently capture all required time stamps (particularly "all information received" and "final decision issued"), preventing a verifiable measure of performance.

Action in 2026

Review system and data quality improvements so KPI 5.2 can be measured and reported reliably from 2026, with monthly assurance via the data governance dashboard.



KPI 5.3

OUTCOME
Not Reported
(measurement capability in development)

Once implemented and functioning develop a method to collect feedback and assess user satisfaction with the digital registration system.

A formal system to collect user feedback was not implemented in 2025 as the priority was to ensure the new system was fully embedded. However, feedback was captured from users contacting the help desk and used to identify areas requiring improvements. This led to a review of prefilled and mandatory data fields and the changes contributed to a noticeable reduction in calls and enquiries on those specific issues.

Action in 2026:

A dedicated Feedback Project is planned for 2026 to enable structured collection and analysis of feedback from a range of users. This will enable the Commission to collect, analyse, and report feedback from a range of service users and stakeholders in a consistent and auditable way.

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

Achieved

The Commission continued to strengthen its understanding of digital requirements and priorities during 2025, aligning them with regulatory needs and organisational capacity.

Given current resource constraints, the Commission has adopted an agile delivery approach, focusing on incremental improvements that deliver practical benefits rather than pursuing a single large scale digital programme. This approach enables progress to be made within available capacity while remaining responsive to emerging regulatory and operational needs.

As an example, during 2025 the Commission rolled out a Teams based information management model to improve document search and control.

KPI 6.2

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

OUTCOME

Partly Achieved

During 2025, the Commission continued to define its digital priorities and assess options for future investment. Rather than developing a single, large scale digital programme, this work focused on prioritising practical improvements that can be delivered incrementally within available capacity.

Initial work highlighted the need to focus on delivering improvements to the online digital registration system and strengthen controls around information management. Development of proportionate business cases and delivery plans, enabled the Commission to sequence improvements over time, manage risk, and ensure value for money.

This approach supports continued digital progress while maintaining flexibility to respond to changes in regulatory need and organisational resources.



KPI 7 Internal performance and impact measures

KPI 7.1

80% of duty calls and public enquiries not requiring further investigation to be resolved within two working days.

TARGET

80%

OUTCOME

100% ✓

In 2025, the Commission recorded 240 formal public enquiries. Some calls require detailed investigation and enquiries and these calls are escalated. Other than escalated calls, all routine calls were resolved with target.

KPI 7.2

100% of higher risk notifications reviewed for further action within one working day.

TARGET

100%

OUTCOME

100% ✓

All higher risk notifications were reviewed for further action within one working day, ensuring rapid oversight where risks to safety were identified.

KPI 7.3

Complaints handling

TARGET

100%

OUTCOME

100% ✓

Percentage of complaints meeting all timeliness criteria for acknowledgement and communication set out in complaints policy.

During 2025, the Commission handled 38 complaints about providers and two formal complaints about the Commission. 100% of these were handled in line with the policies for managing complaints and met standards for timely acknowledgement and communication.

While feedback from complainants was considered on a case-by-case basis, the Commission did not implement a formal system to capture structured feedback on the complaints process during the year.

Action in 2026

Improving feedback mechanisms is part of the wider Feedback Project which will deliver during 2026. This will enable the Commission to collect, analyse, and report feedback from a range of service users and stakeholders in a consistent and auditable way.

OUTCOME

Not Reported
(measurement capability in development)

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

KPI 7.4

OUTCOME
Achieved

Data Incident management

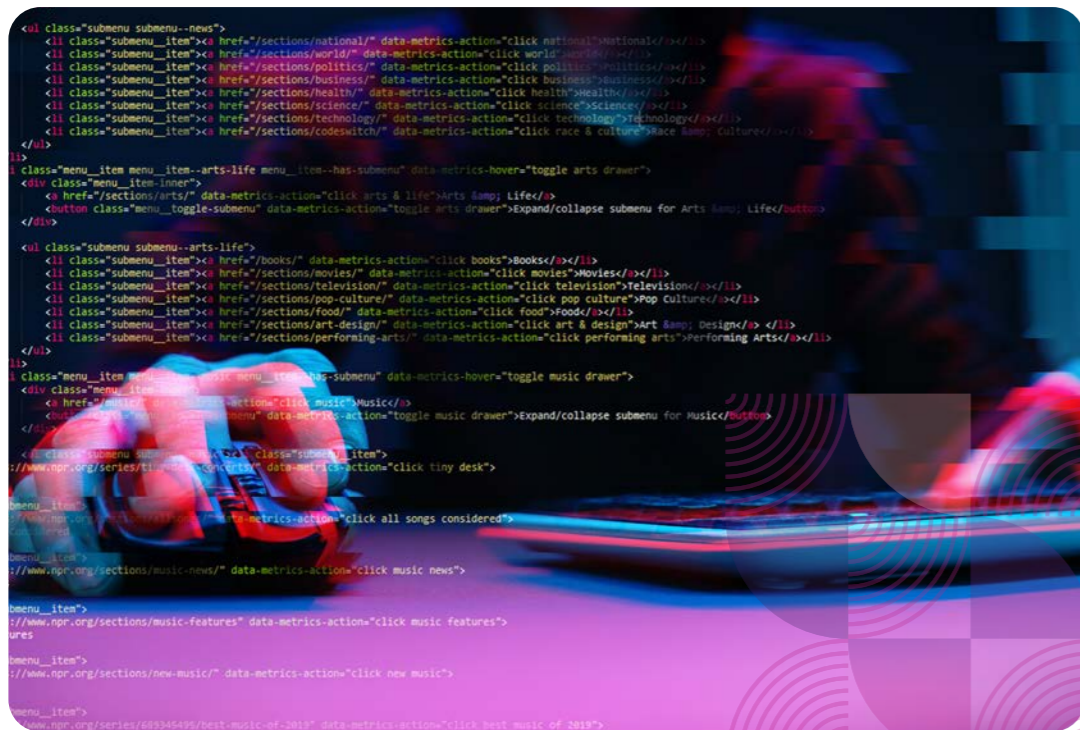
- 100% of data incidents requiring reporting to Jersey Office of the Information Commissioner reported within 72 hours (as required by Data Protection Jersey Law).
- 100% of data incident responses to identify initial underlying causes and mitigation to prevent recurrence within five working days.

During 2025, the Commission responded to six data incidents, including two near miss incidents where no data breach occurred.

In two cases the Commission was advised about the data incident, in all the other cases the incident was identified by the Commission. All incidents requiring notification were reported to the Jersey Office of Information Commissioner within statutory timescales. As a result, internal processes were changed or reinforced to reduce the possibility of repetition. In one case an external provider made changes to IT systems to prevent recurrence.

Investigations, including those relating to near miss incidents were completed promptly and in line with our data incident management process, identifying causes and implementing mitigation to reduce the risk of recurrence.

In addition, all subject access requests were processed within statutory timescales. This supports compliance with data protection obligations and strengthens organisational resilience.



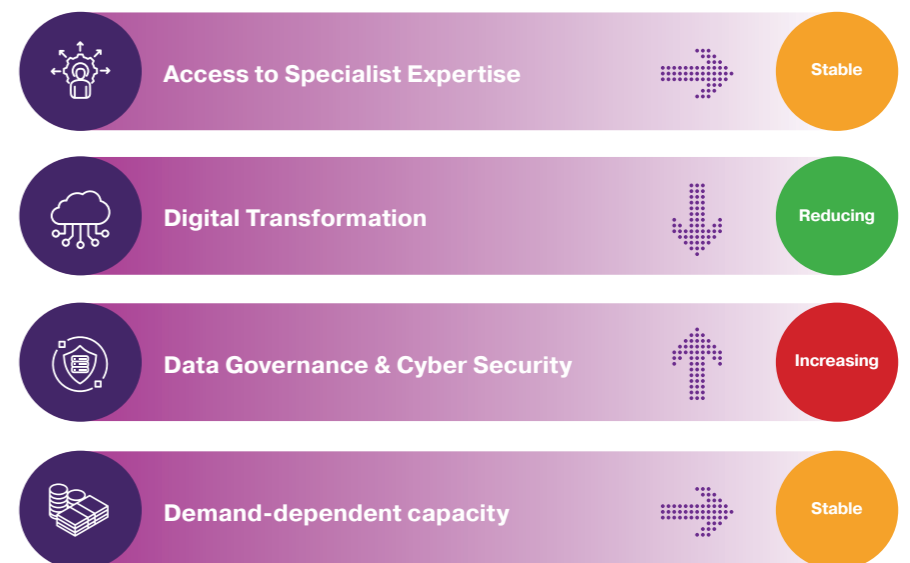
Effective risk management underpins successful delivery and public confidence. The Board reviews risk at every Board meeting and the executive holds monthly risk discussions. Our framework covers public protection, financial, reputational and delivery risks with defined appetites (how much risk we are content to tolerate) and controls. The Board also reviews risk appetite annually and monitors changes in risk profile at each meeting, supported by monthly executive reviews. We track risk trends and adjust controls to reflect emerging challenges.

In 2025, key themes continued to include ensuring ongoing capacity and capability for expanding into new areas of regulation, digital transformation and cyber security, data governance, and funding allocations. Controls and mitigations were strengthened through workforce planning, training, external partnerships, improved data governance and additional budget monitoring.



Summary of Key Risks, Controls, and Mitigation Actions



Progress in 2025



Top Risks at a glance





PERFORMANCE MEASURES

RISK	WHAT COULD HAPPEN	CONTROLS & MITIGATION	PROGRESS IN 2025
ACCESS TO SPECIALIST EXPERTISE 	Insufficient access to external expertise to support expanded regulation, especially in new areas like hospital, ambulance, and adult mental health services.	Workforce planning, targeted recruitment of specialist contractors, training programmes, continued strategic partnerships.	All permanent Regulation Officers recruited, and ongoing training programmes in place. UK and other International Partnerships strengthened to support new regulatory areas.
RISK APPETITE Moderate			
CURRENT RATING & TREND Medium 			

DIGITAL TRANSFORMATION 	Delays or failures in digital systems disrupt registration and increase administrative burden.	Supplier management, user support, feedback loops, system testing	Ongoing digital portal development; refinements to improve user experience and functionality and increase range of professionals who can access the portal.
RISK APPETITE Moderate			
CURRENT RATING & TREND Medium 			

DATA GOVERNANCE AND CYBER SECURITY 	Data breach or cyber-incident undermines trust and regulatory effectiveness.	Data Governance Framework, penetration testing, staff training, Government IT infrastructure	Framework implemented; security audits completed; continuous monitoring in place.
RISK APPETITE Low			
CURRENT RATING & TREND High 			

DEMAND-DEPENDENT CAPACITY 	Ability to deliver the full inspection programme is dependent on the volume and complexity of upcoming inspections.	Budget and resource monitoring, scenario planning, engagement with Government.	Operated within existing resources and budget; future pressures identified; additional efficiency measures applied.
RISK APPETITE Moderate			
CURRENT RATING & TREND Medium 			




Overall, our risk profile reflects the challenges of expanding regulation and digital transformation. Cross cutting, actions under Strategic Objective 6 -Develop Our Organisational Capabilities and Resilience, continue to support our mitigation of top risks, particularly access to specialist expertise and demand-dependent capacity.

While controls have strengthened, capacity and cyber security remain high-priority risks. The Board reviews risk mitigation at each meeting and confirms that mitigation plans are appropriate. We will continue to monitor trends closely and adapt controls as needed.

Impact of Risks linked to Strategic Objectives

The table below provides a high-level view of how the Commission's principal risks relate to its strategic objectives. It is intended to illustrate where pressures or dependencies are greatest, rather than to provide a quantitative assessment of risk.

Indicators reflect the overall assessment of risk during 2025, informed by Board and executive oversight. Detailed risk assessment, controls, and mitigation actions are set out in the risk narrative and table.

	Enhance regulation and inspection	Collaborate	Engage	Maintain professional register	Invest in technology and data	Develop organisational capability
ACCESS TO SPECIALIST EXPERTISE 	Red	Amber	Green	Green	Amber	Amber
DIGITAL TRANSFORMATION 	Amber	Amber	Amber	Amber	Red	Amber
DATA GOVERNANCE AND CYBER SECURITY 	Red	Amber	Amber	Red	Red	Amber
DEMAND-DEPENDENT CAPACITY 	Red	Amber	Green	Green	Amber	Amber

Key: Red = High impact | Amber = Medium | Green = Low





Corporate Governance Report

Robust governance is essential to the effective and independent operation of the Jersey Care Commission. As an arm's length regulator established under the Regulation of Care (Jersey) Law 2014, the Commission is committed to transparency, accountability, and proportionate decision making.

Our governance framework is set out in the Constitution, the Framework Agreement with the Government of Jersey, and the Scheme of Delegation, which together define how responsibilities are exercised and how assurance is maintained. These can be viewed on our website.

The Commission's governance arrangements bring together oversight of performance, risk, financial stewardship, and regulatory quality. The Board meets six times a year, including meetings in public, and undertakes strategy workshops to

ensure responsiveness to emerging issues. Regular engagement between the Chair and the Chief Inspector ensures close alignment between strategic governance and operational leadership.

The following sections outline the responsibilities of the Chair, the Chief Inspector, and the Board, as well as the work of the Board, and the Commission's governance framework. This begins with the Chair's Report, which reflects on 2025 and sets out priorities for the year ahead.

Chair's Report



Dr Nigel Acheson
Chair of the Jersey Care Commission

The Jersey Care Commission was established under the Regulation of Care (Jersey) Law 2014 to act as the Island's independent regulator of health and social care services. Our role is to provide assurance that services are safe, effective, and person-centred, and to strengthen public confidence through proportionate and transparent regulation.

I was appointed as Chair of the Board of Commissioners in January 2025, building on the strong foundations laid by my predecessor. The Board comprises the Chair and six experienced Commissioners who bring expertise from health,

social care, regulation, governance, and lived experience. While appointments are overseen by the Jersey Appointments Commission, the Minister for the Environment is responsible for appointing the Chair and Commissioners.

Expanding Regulation and Strategic Priorities

2025 has been a pivotal year as the Commission prepared for a significant expansion of its remit. Having embedded the regulation of children's social care services in recent years, our focus shifted to readiness for the regulation of:

- Hospital services
- Ambulance services
- Government of Jersey adult mental health services.

This expansion presents both opportunities to strengthen public assurance across critical services, and challenges relating to capacity, capability, and financial sustainability.

The Board has provided strong strategic oversight throughout this transition. This included reviewing workforce plans, supporting recruitment of skilled Regulation Officers, and ensuring robust preparation for new regulatory responsibilities.

Strategic partnerships with external bodies, particularly the Care Quality Commission (CQC), have continued to support skills development, methodology design, and sharing of best practice.

Governance and Oversight

The Commission is committed to maintaining high standards of corporate governance. Our framework is set out in the Constitution, the Framework Agreement with the Government of Jersey, and the Scheme of Delegation, and is supported by an Integrated Assurance Framework that brings together performance, financial oversight, and risk management.

The Board meets formally six times a year, including public meetings, and undertakes strategy workshops to ensure responsiveness to emerging risks and opportunities. Ongoing meetings between myself

Looking Ahead

As the Commission prepares for its expanded responsibilities in 2026, our priorities are clear. We will continue to strengthen workforce capability, ensure financial resilience, and enhance digital readiness. The findings of the governance effectiveness review will help shape a targeted improvement plan, supporting our commitment to transparency, accountability, and continuous improvement.

Nigel Acheson

Dr Nigel Acheson

Chair of the Board of Commissioners
Jersey Care Commission

27 February 2026

Alongside this, the Board oversaw the continued rollout of digital transformation initiatives, including improvements to the digital registration system and strengthened data governance arrangements.

and the Chief Inspector maintain alignment between governance and operational leadership.

In 2025, the Board commissioned an external governance effectiveness review to assess our governance maturity, decision making, and readiness for an expanded remit. At the time of writing, the Board has not yet agreed the final improvement plan; however, initial findings reaffirm the Commission's strong operational foundation while highlighting the need for governance arrangements to continue evolving as the organisation grows. Strengthening this will be a key focus of my tenure as Chair.

I look forward to working with my fellow Commissioners, the Chief Inspector, and the dedicated team at the Commission as we continue to protect the public, uphold high standards of care, and strengthen confidence in Jersey's health and social care system.

Statement of Responsibilities Chair

The Chair leads the Board, sets the tone and agenda, and ensures robust governance and stewardship of public funds. Working closely with Commissioners, the Executive Team, and representatives of the Government of Jersey, the Chair ensures the effective operation and performance of the Commission and maintains confidence in independent regulation.

Key Responsibilities

BOARD LEADERSHIP & GOVERNANCE

Chairs Board meetings, sets agendas, and ensures decisions are transparent and aligned with statutory responsibilities. Oversees governance arrangements and compliance with best practice.

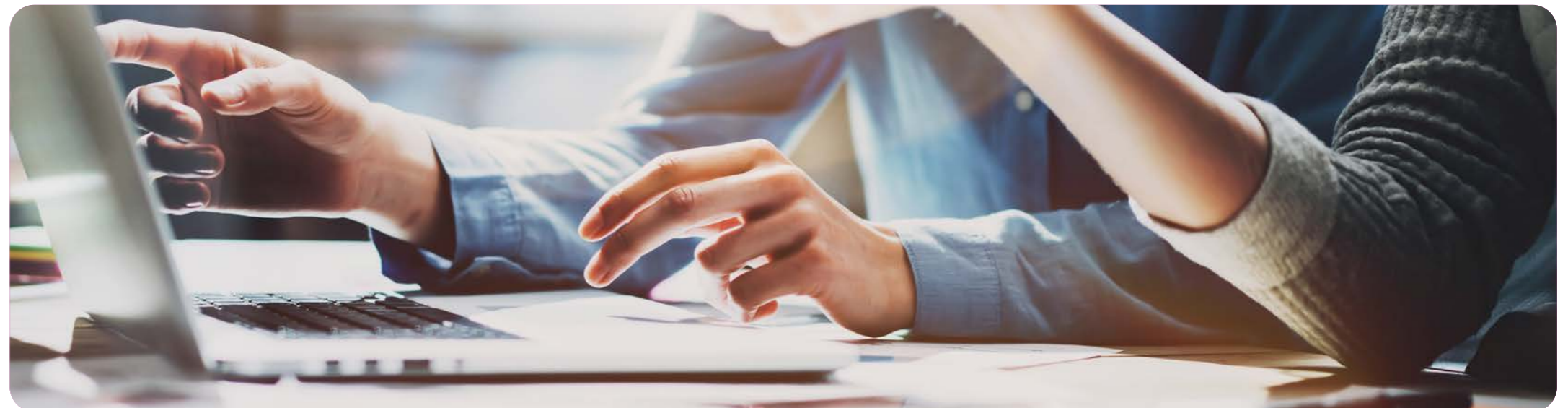
STRATEGIC DIRECTION & PERFORMANCE OVERSIGHT

Works with Commissioners and the Chief Inspector to set strategic priorities, monitor delivery, and ensure resources are used effectively to achieve objectives.

STAKEHOLDER ENGAGEMENT & PUBLIC CONFIDENCE

Represents the Commission externally, engages with Government of Jersey, providers, and service users, and promotes trust in independent regulation.

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 Chief Inspector

The Chief Inspector provides executive leadership and ensures the effective delivery of the Commission's statutory functions. Working closely with the Chair and Commissioners, the Chief Inspector oversees the day-to-day operations, regulatory practice, and organisational strategic development.

Key Responsibilities

STRATEGIC LEADERSHIP & GOVERNANCE

Leads the Executive Team to deliver the Commission's strategy and business plan. Ensures governance, risk management, and financial controls are robust and aligned with best practice.

OPERATIONAL MANAGEMENT

Oversees inspection, registration, and enforcement activities to maintain high standards of care. Implements performance management. Ensures resource planning to meet regulatory priorities.

FINANCIAL STEWARDSHIP

Manages budgets and financial reporting in line with the Public Finances (Jersey) Law 2019 and the Public Finances Manual. Advises the Board on financial planning and efficiency.

STAKEHOLDER ENGAGEMENT & PUBLIC ASSURANCE

Acts as the Commission's primary spokesperson. Engages with Government, providers, the media, key stakeholders and service users to promote transparency and confidence in regulation.

Through these responsibilities, the Chief Inspector ensures the Commission operates effectively, maintains independence, and delivers its statutory remit to safeguard quality and safety in health and social care.

Functions and Responsibilities of the Board of Commissioners

The Board ensures the Commission operates effectively and independently. Its duties include:

REGULATORY OVERSIGHT

- Ensuring services are inspected and monitored in line with legislation
- Promoting continuous improvement and maintaining proportionate regulation.

STRATEGIC LEADERSHIP

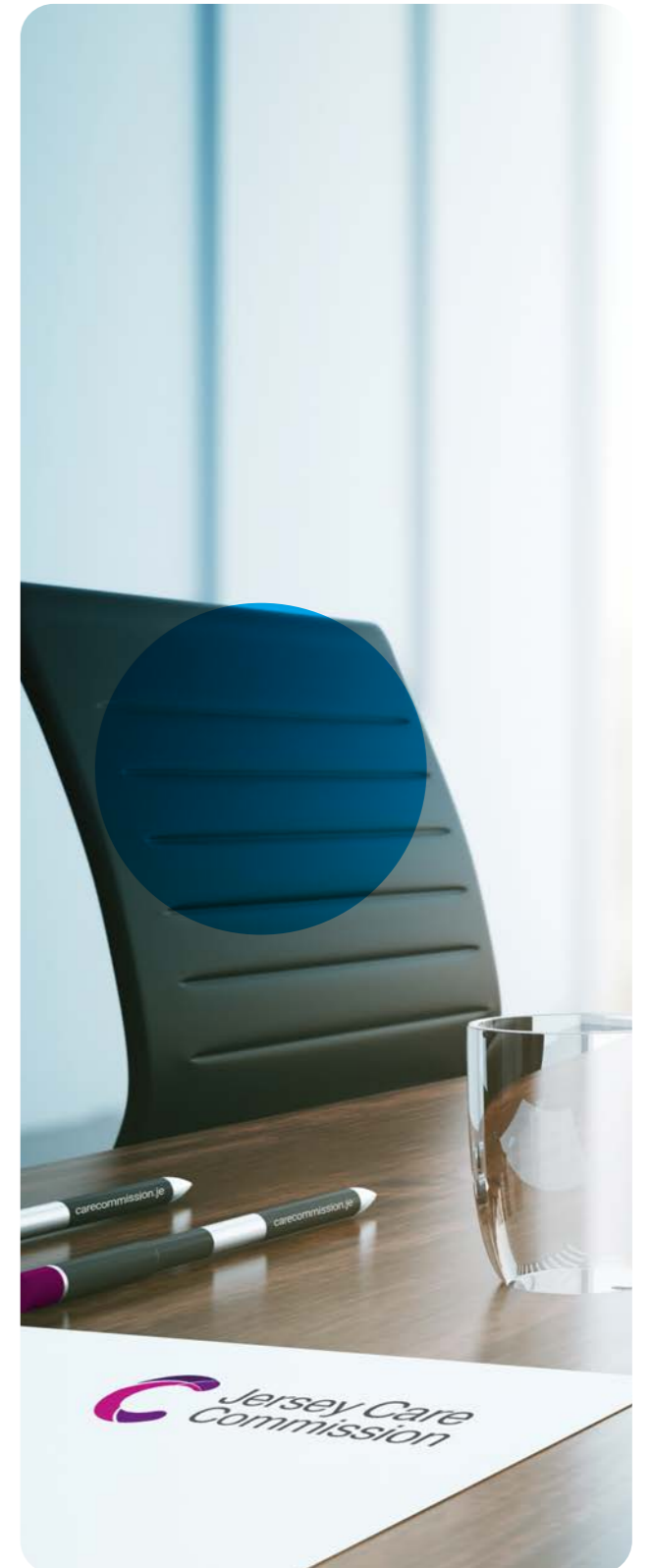
- Setting strategic direction and monitoring delivery
- Upholding organisational values and accountability
- Overseeing resources and ensuring integrity in decision making.

SECTOR LEADERSHIP

- Promoting best practice and innovation
- Engaging with Government, providers, and the public to maintain independence and credibility.

BOARD OPERATIONS

- Holding at least four formal meetings a year, including public meetings
- Conducting workshops to support strategy and policy development
- Ensuring regular leadership alignment between the Chair and Chief Inspector
- Approving and publishing minutes.



Governance Framework

The Commission operates independently in carrying out its regulatory functions. It is funded through a combination of professional and provider fees and a government allocation and is accountable for the effective use of these resources.

Governance arrangements are set out in:

- The Framework Agreement, which defines the relationship with Government, including funding and oversight
- The Constitution, setting out statutory functions and governance arrangements
- The Scheme of Delegation, which assigns operational decision making to the Chief Inspector and strategic and corporate governance responsibilities to the Board.

A scheduled review of the Framework Agreement and Constitution was postponed in 2025 pending legislative changes. This review will take place in 2026 to ensure ongoing alignment with best practice and the Commission's expanding remit.

Accountability and Financial Oversight

The Chief Officer of the Cabinet Office acts as the Accountable Officer under the Public Finances (Jersey) Law 2019, ensuring public funds are used appropriately and represent value for money.

Financial management responsibilities are shared as follows:

- The Chief Inspector manages day to day finances in accordance with the Public Finances Manual. This is formally delegated through the Cabinet Office Scheme of Delegation
- The Board provides scrutiny and ensures financial decisions support strategic objectives
- Quarterly governance meetings with the Government of Jersey support transparency on budget, performance, and regulatory priorities.

Public Accountability and Reporting

The Commission demonstrates transparency through:

- Regular financial reporting from Treasury and Exchequer
- Publication of its Annual Report, which is laid before the States Assembly and includes performance, governance, and financial information
- All meetings have a public section which is advertised on the website
- Publishing agendas, approved minutes, and selected papers in line with the Publication Schedule.

These arrangements ensure the Commission remains accountable, proportionate, and effective as an independent regulator.

Government of Jersey Objectives

The Government has set clear objectives for the Commission, and seeks to ensure:

- Independent assurance on the quality, safety, and effectiveness of Island services
- High standards of care across all providers, with swift intervention when care falls below expectations
- Public confidence that the Commission is effective, relevant, and provides value for money.



Governance Responsibilities of the Accountable Officer and the Commission

The Accountable Officer provides assurance to Government on governance, performance, and value for money. The Commission supports this through regular engagement and timely performance, risk, and financial updates.

Responsibilities include:

- Ensuring public funds are used economically, efficiently, and effectively
- Demonstrating alignment between Commission objectives and Government priorities
- Reviewing the Annual Report and Business Plan
- Approving any deviations from Public Finances Manual requirements.

The Chief Inspector prepares an Annual Financial Assurance Statement, approved by the Board, which forms part of the Annual Report and Accounts.

Appointment of Chair and Commissioners

Commissioners, including the Chair, are appointed by the Minister for the Environment for terms of between three and five years. Reappointment is permitted. Legislative changes currently under consideration are expected to introduce limits on maximum duration of service from 2026.



The Board of Commissioners

The Jersey Care Commission is a body corporate established under the Regulation of Care (Jersey) Law 2014, which requires a Board of between four and eight Commissioners. At the end of 2025, seven Commissioners served on the Board, including the Chair. Dr Acheson was appointed Chair on 1 January 2025, following the completion of Glenn Houston's second term. No further changes to Board membership occurred during the year.



Dr Nigel Acheson Chair

Nigel has a clinical background as a consultant gynaecological oncologist and was awarded a doctorate in medicine for research into ovarian cancer. He holds qualifications in patient safety, clinical risk management, and health service governance and is a Founding Senior Fellow of the Faculty of Medical Leadership and Management.

Nigel has held senior roles in health care regulation and the NHS for over 15 years, including Chief Medical Officer for NHS Devon Integrated Care Board and Deputy Chief Inspector of Hospitals at the Care Quality Commission (CQC). At the CQC, he led regulation and inspection for acute hospitals, ambulance services, and hospices across London and the South of England, chaired the Fit and Proper Persons panel, and oversaw regulatory responses during the Covid-19 pandemic.

Nigel also served as Regional Medical Director for NHS England, implementing medical revalidation systems across 167 organisations. He is a Trustee and Patron of FORCE cancer charity.



Lesley Bratch

Lesley has lived in Jersey for most of her life and brings vital lived experience to the Commission from her many years as the primary carer for her daughter, who has complex health needs and a learning disability. This experience means Lesley fulfils the Regulation of Care (Jersey) Law 2014 requirement that at least one Commissioner has experience as a recipient of health or social care, or as a person connected with or responsible for someone receiving such care.

Motivated by her family's journey, Lesley founded and ran the Special Needs Advisory Panel (SNAP) and has served on the boards of local charities supporting people with disabilities. She is passionate about safety, dignity and person-centred care, consistently championing the voice of service users and families. Lesley's focus is to ensure people's experiences drive improvement and that services in Jersey are responsive, respectful and of high quality.



Kathryn Chamberlain OBE

Kate is an experienced Chief Executive with a background in health and social care regulation and public accountability. She led Healthcare Inspectorate Wales for seven years and most recently the Independent Monitoring Authority for Citizens' Rights Agreements. Kate has held senior roles in Welsh Government and served as Chair of the Wales Audit Office. She holds a PhD in statistics and brings expertise in governance, performance, and strategic leadership.



Jackie Hall

Jackie is a Registered Mental Health Nurse with over 30 years' experience in clinical practice and senior management. She has worked extensively with adults with disabilities and older adults with complex needs. Jackie has served on tribunals, worked as an inspector for social care, and held leadership roles in regulated services. Her experience spans regulation, quality assurance, and safeguarding, ensuring services meet high standards.



Noreen Kent

Noreen is a respected nurse and midwifery leader with over 40 years' experience in the NHS, including senior roles in clinical governance and policy. She led national programmes such as 'Midwifery 2020' and served as Nurse Director for NHS National Services Scotland. Noreen has extensive experience in professional regulation and holds an MPhil in Medical Law & Ethics. She is committed to improving quality and safeguarding public health.



Angela Parry

Angela has over 30 years' experience in health, social care, and housing, working across public, independent, and charitable sectors. She specialises in commissioning, coproduction, and service improvement, supporting cultural change and personalised care. Angela works as an independent consultant on pathway redesign and CQC preparation and co-delivers the national Level 5 'Commissioning for Wellbeing' programme. She is passionate about collaboration and achieving positive outcomes.



Gordon Pownall

Gordon is an experienced NHS manager and commissioner with expertise in integrated health and social care. He has led transformation programmes for mental health, learning disability, and neurodevelopmental services. Gordon's background includes commissioning for both adults and children, financial planning, and service redesign. He has also worked as a psychotherapist and contributed to national panels on healthcare improvement. Gordon holds degrees in psychotherapy and brings a strong focus on quality and safeguarding.

Attendance at Board Meetings

Dr Nigel Acheson (Chair)	6 out of 6
Lesley Bratch	6 out of 6
Dr Kathryn Chamberlain (OBE)	6 out of 6
Jackie Hall	6 out of 6
Noreen Kent	6 out of 6
Angela Parry	6 out of 6
Gordon Pownall	5 out of 6

Regular Agenda Items

- Chair and Chief Inspector reports
- Financial and risk reporting
- Oversight of regulatory actions
- Strategic and policy discussions

Confidential Matters

Each meeting includes a confidential session for legally privileged, commercially sensitive, or staffing matters.

Governance Approach

The Board currently does not operate formal committees; all members share responsibility for financial controls and risk oversight. Governance arrangements are kept under review as the remit expands and will be considered in light of the Governance review during 2026.



Work of the Board in 2025

In 2025 the Board focused on:

Policy and Governance

- Approving updated policies and guidance
- Reviewing risk, data governance, and business continuity
- Considering governance improvements, including commissioning an external review.

Strategic Planning and Performance

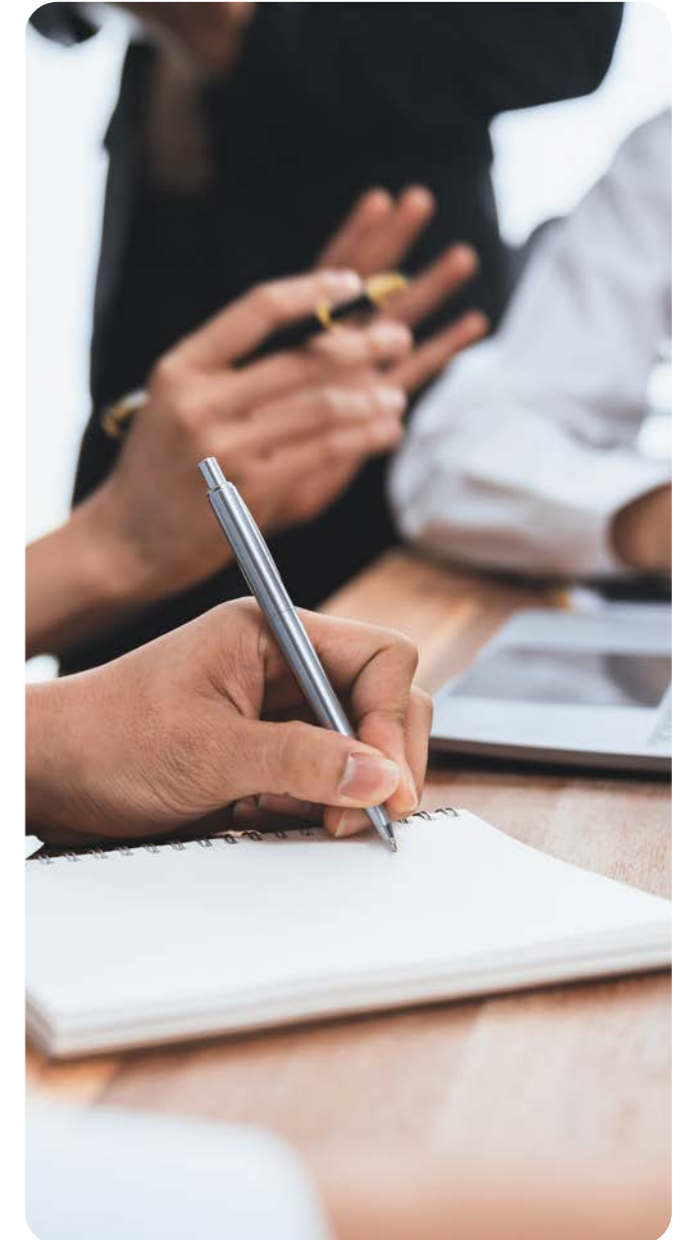
- Approving and monitoring of the Business Plan, KPIs, and Annual Report
- Monitoring project delivery including digital transformation and registration improvements
- Overseeing continuous improvement, including work to understand how we can benchmark ourselves against other organisations.

Preparing for New Regulatory Responsibilities

- Reviewing project plans to regulate acute hospital, ambulance, and Government adult mental health services
- Approving standards, methodologies, and the Single Assessment Framework
- Overseeing public consultation and reflecting on early learning.

Engagement and Stakeholder Relations

- Meeting Ministers, Government and sector leaders
- Contributing to legislative consultations
- Attending sector wide engagement events.



Board Development

Conducting workshops on governance effectiveness and responsibilities.

Impact

These activities strengthened readiness for the expanded remit and reinforced transparent, effective governance.



Evaluation of Board Effectiveness

In 2025, the Chair led a skills audit and review of the Board's readiness to oversee the Commission's expanding remit. An independent governance review took place in late 2025.

Initial findings of the independent governance review indicated:

- The Board and organisation have a strong foundation
- Governance arrangements are developing well
- Further work is needed to embed consistent, scalable governance practices.

The Board will consider the recommendations and agree a time bound improvement plan in Q1 2026.

Remuneration of Chair and Commissioners

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 and engagement events, including remuneration for travel time, requires about 12 days each year.

Name	Date Appointed	Remuneration (bands of £5,000)	Expenses (Travel, accommodation, and subsistence)	Total Cost 2025 (Remuneration + Expenses)
Dr Nigel Acheson (Chair)	01 January 2025	£25,000 - £30,000	<£5,000	£25,000 - £30,000
Lesley Bratch	01 October 2021	<£5,000	<£5,000	<£5,000
Dr Kathryn Chamberlain (OBE)	1 July 2023	£5,000-£10,000	<£5,000	£5,000 - £10,000
Jackie Hall	16 December 2020	<£5,000	<£5,000	£5,000 - £10,000
Noreen Kent	16 December 2020	<£5000	<£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	<£5,000	£5,000 - £10,000

Register of Interests

The Commission's Constitution requires Commissioners to avoid any actual or perceived conflict between their public duties and private interests. To support this, the Commission maintains a published Register of Interests.

The Register records all relevant external interests, paid or unpaid, held by Commissioners or their close family members. Commissioners complete an annual declaration and must update it promptly if their

circumstances change. At the start of every Board meeting, the Chair also invites Members to declare any interests relating to the agenda.

The Register is available on the Commission's website and is kept up to date to ensure transparency.

https://carecommission.je/wp-content/uploads/2026/03/REG_OfInterestsBoardMembers_20260313_v3.pdf



Annual Statement of Assurance 2025



Dr Nigel Acheson
Chair of the Jersey Care Commission

The Commission's remit continues to expand as Jersey strengthens its regulatory framework for health and social care. In recent years, regulation has extended across children's social work services, including fostering, adoption and Child and Adolescent Mental Health Services (CAMHS).

Work progressed further in 2025 as the Commission prepared to assume oversight of:

- Hospital services
- Ambulance services
- Government of Jersey Adult mental health services

The first inspections of these services are expected to be announced in 2026.



Readiness for Expanded Regulatory Responsibilities

Throughout 2025, the Commission focused on ensuring that it has the capacity, capability, and governance arrangements necessary to deliver his broader remit. Key activities included:

Work progressed further in 2025 as the Commission prepared to assume oversight of:

- Hospital services
- Strengthening workforce capacity through skills development
- Conducting a Board led skills audit and independent governance review
- Building strategic partnerships with UK regulators such as the CQC
- Drawing on specialist external expertise where required
- Extensive consultation with service providers and professionals working in services to be regulated
- Refining standards, methodologies and inspection frameworks for new service areas.

These steps ensure that as responsibilities grow, the Commission remains confident, prepared, and able to uphold high standards of public protection.



Governance, Risk and Assurance

The Board maintains regular oversight of regulatory developments and associated risks through established assurance processes. As the remit expands, governance arrangements must continue to adapt and mature. In 2025, the Board introduced enhancements to its assurance framework to ensure that:

- Risk management controls remain proportionate and regularly reviewed
- Strategic risks, including capacity, digital transformation and data governance, are actively monitored and managed
- Assurance mechanisms remain fit for purpose as regulatory responsibilities increase.

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

Financial Assurance

The Commission relies on financial information derived from the Government of Jersey's systems, which are subject to oversight by the Cabinet Office and Treasury and Exchequer Department. Income and expenditure are monitored throughout the year, and variances are reviewed and addressed.

Currently the Commission's accounts are subject to audit as part of the Government of Jersey's accounts. Under the Regulation of Care (Jersey) Law 2014, the Commission is required to include independently audited accounts within its Annual Report. Discussions with Government regarding this requirement have resulted in a change to legislation that will be implemented during 2026 and will resolve this outstanding discrepancy in how the accounts are audited.

The financial information in this report has been reviewed through the Government's financial assurance processes.

As Chair, I am satisfied that appropriate financial controls are in place, that public funds are used for their intended purpose, and that value for money continues to be achieved.

Internal Controls

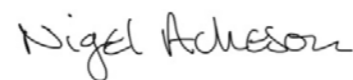
As Chair, I am responsible for ensuring the effectiveness of internal control systems. This assessment is informed by:

- Ongoing Board oversight and scrutiny
- Regular engagement with the Chief Inspector and staff
- Quarterly governance meetings with the Cabinet Office
- Review of performance, risk, and financial information.

Based on the assurance available, I am satisfied that the Commission's internal control framework remains effective and proportionate.

Significant Internal Control Weaknesses

Aside from the ongoing issue regarding the independent audit of accounts which is expected to be resolved through forthcoming legislative changes, no significant weaknesses were identified in 2025 that materially affected the Commission's ability to achieve its objectives.



Dr Nigel Acheson
Chair of the Board of Commissioners
Jersey Care Commission

27 February 2026

Staff Report



Employment Framework

Commission staff are appointed by the Jersey Care Commission but remain employees of the States Employment Board (SEB). This means they follow SEB terms and conditions, including policies on pensions, pay, flexible working, and standards in public service. In line with Civil Service policies, staff and Commissioners do not receive bonuses.

Workforce Composition

As of December 2025, the Commission employed 18 permanent staff. This includes staff to administer the registration system, data roles, and the regulation team.

Staff Remuneration

All employees are paid according to Civil Service pay scales, ranging from Grade 6 (£41,989) to Grade 15 (£119,923).

- The Chief Inspector is at Grade 15 and in 2025 was paid £119,923
- Total staff costs, including employer's pension and social security contributions for 2025: £1,709,000.



Fair Pay

Highest salary vs lowest salary ratio	2.86:1
Highest vs median ratio: approx	1.43:1

These ratios remain well within public sector norms (Hutton Review benchmark: 12:1).

Gender Pay Analysis

Male Employee Headcount	4
Female Employee Headcount	14
Average (mean) male pay	£76,394
Average (mean) female pay	£80,552

Gender pay gap: -5.4% (female staff earn slightly more on average). The negative gender pay gap reflects the Commission’s workforce profile, with a higher proportion of women in senior roles. This is influenced by the Commission’s significant number of senior staff from nursing backgrounds, a profession that is predominantly female, as reflected in Government of Jersey reporting.

Due to low numbers of staff only the mean figure has been used for calculations in the Commission. The Commission’s negative gap compares to Jersey’s overall median over 12 months to June 2024 of +7.8%, and a public sector median of 19.7%. (Statistic Jersey Gender Pay Gap in Jersey - June 2024 / link below).

<https://stats.je/publication/gender-pay-gap-in-jersey-june-2025/>

Board of Commissioners Pay Analysis

The Commission engages contractors and consultants where specialist expertise is required or where short-term support offers the most cost-effective solution. This aligns with our value for money approach to resourcing while providing flexibility and access to skills not available in house, particularly during periods of regulatory expansion.

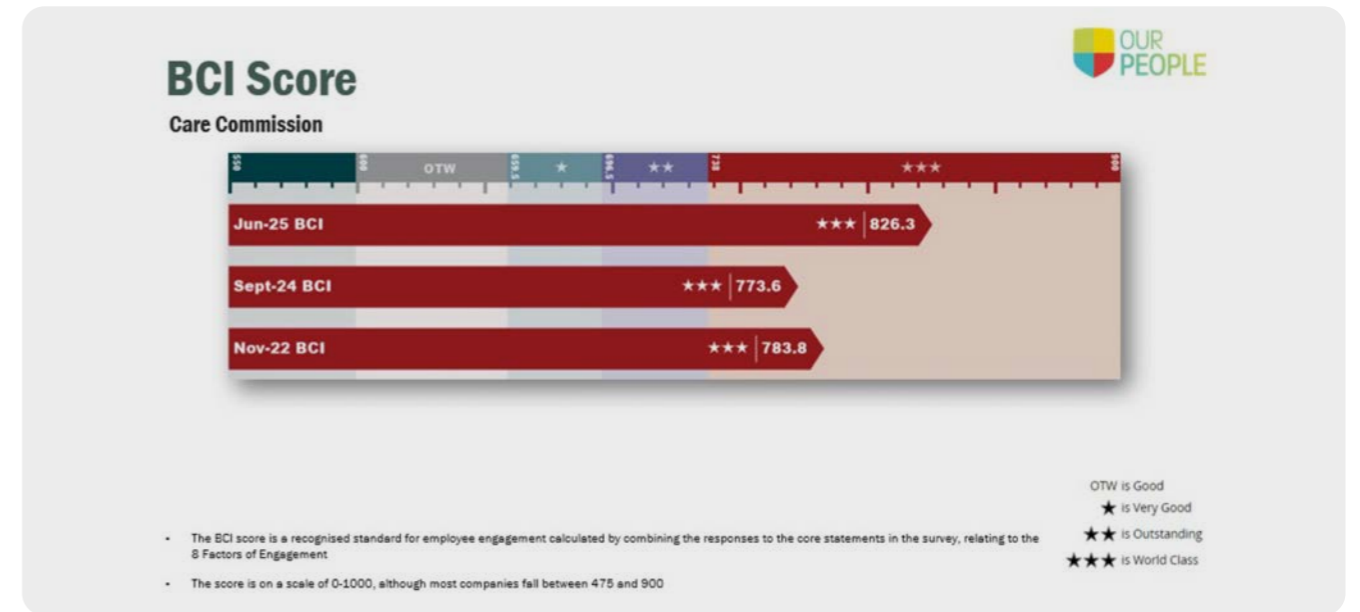
In 2025, the Commission’s total spend on contractors and consultants was £99,900. This supported:

- Development of new regulatory standards and methodologies
- Specialist input for complex inspections
- Enhancements to the digital registration system
- Improvements to data and information management
- Communications, including accessible formats for service users.

As our remit grows to include more complex services, external expertise will remain important in maintaining efficient, robust and credible regulation.

Staff Engagement

The Commission participates in the annual Government of Jersey ‘b-Heard Survey’, an independent assessment of workplace culture and engagement. This survey produces a Best Companies Index (BCI) score.



- In 2025, the Commission maintained its three-star “world-class” rating, the highest category for engagement, and improved its score compared to 2024
- Comparison with 2023 is not possible as results that year were aggregated across multiple Government of Jersey arm’s-length bodies.

We remain committed to creating a positive, inclusive workplace where staff:

- Contribute to business planning and regulatory developments
- Access induction, training, and professional development
- Receive support for wellbeing and work-life balance
- Work within an inclusive, kind, and openly supportive culture where everyone feels valued and respected.



Training and Development

To prepare for new regulatory responsibilities, the Commission strengthened its training programme:

- Skills development for regulating new service areas
- Ongoing professional development and best practice training
- International learning opportunities, including the ERASMUS University regulatory course
- Participation in European Partnership of Supervisory Organisations in health and social care (EPSO) conferences and membership of the Institute of Regulation
- Direct sharing of experience with international partners. The Commission hosted visits from regulators in Malta and Singapore.

Employee Wellbeing

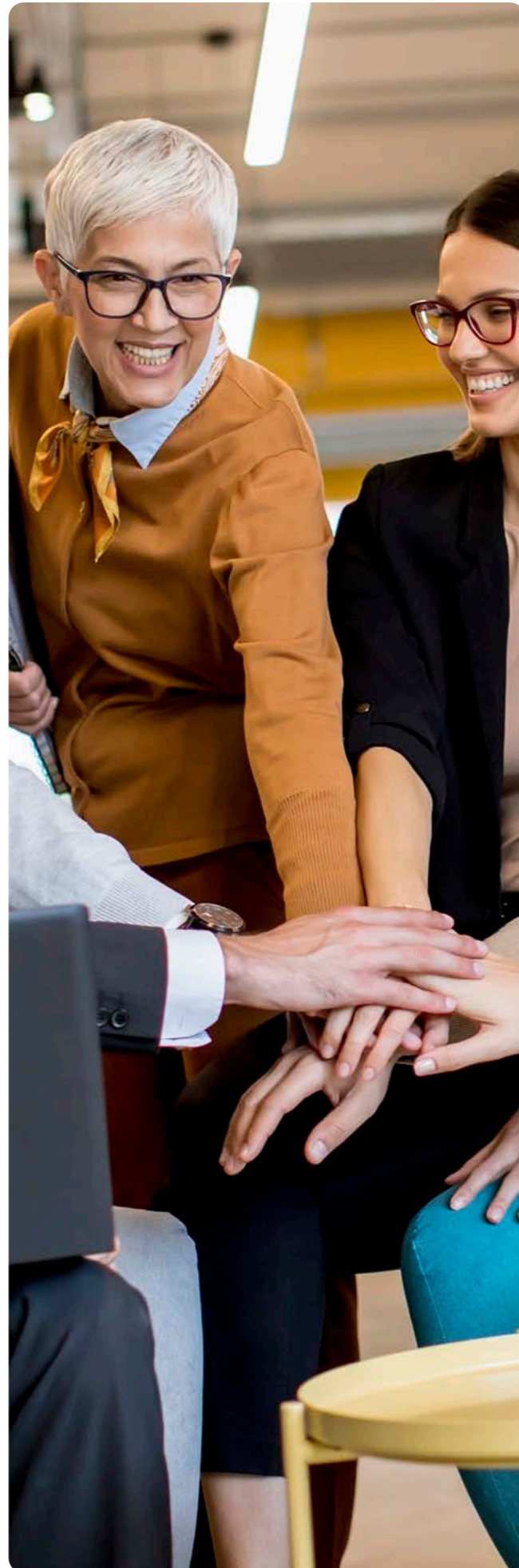
Staff benefit from Government of Jersey wellbeing services:

- Occupational Health
- Employee Assistance Programme (EAP)
- Mental health support and health surveillance
- Mental Health First Aid training
- Flexible working arrangements.

Summary and Outlook

In 2025, the Commission continued to strengthen its workforce, expand regulatory expertise, and maintain high engagement. Priorities for 2026 include:

- Further development of Regulation Officers
- Enhancing training and wellbeing initiatives
- Sustaining world-class engagement levels.



Environmental Sustainability and Governance (ESG) Report



The Commission is committed to reducing its environmental footprint, promoting social responsibility, and upholding strong governance standards.

Environmental Impact

- Reduced air travel emissions since 2022, through virtual meetings and smarter scheduling
- Continued paper reduction through digital registration and online reporting
- Expanded recycling initiatives in our office.

Social Responsibility

- Built on work started in 2024 to highlight information to the care sector on Modern Slavery risks in overseas recruitment, reinforcing safeguarding standards.

Governance

- Maintained transparency by publishing Board agendas and minutes and papers online
- Strengthened data governance and risk management frameworks.

Looking Ahead

In 2026, we aim to:

- Review Board meetings to consider sustainability and potential environmental impacts when planning meeting structures and agendas
- Establish baseline data for energy and water use
- Continue to seek community volunteering opportunities
- Consider how sustainability factors are taken into account alongside quality, safety and proportionality in regulatory decision making.





Finance Report

The Jersey Care Commission is required under the Regulation of Care (Jersey) Law 2014 to keep proper accounts and prepare an annual report on its operations. Under the Framework Agreement the accounts are maintained on behalf of the Commission by the Treasury and Exchequer department of the Government of Jersey.

Income comes from:

- Fees paid by registered professionals and regulated providers
- A budget allocation from the Government of Jersey to support regulation of public sector services.

Financial Management and Accountability

- Performance against budget is monitored throughout the year, with variances explained and corrective actions taken where needed
- Financial arrangements follow the Framework Agreement and the Government of Jersey's Public Finances Manual
- The Accountable Officer (Chief Officer of the Cabinet Office) agrees income forecasts and expenditure budgets annually
- The Commission prepares an Annual Business Plan and budget, setting objectives and KPIs for Board and Accountable Officer approval
- New expenditure can only be committed if funded from existing resources, additional Government allocation, or fee income
- The Commission produces an Annual Statement of Assurance, including a Financial Assurance Statement approved by the Board.

Income is derived from:

- Professional registration fees
- Provider registration and annual fees
- Variations to registration conditions.

The Commission also receives a government allocation to cover the cost of regulating public sector services, which are not charged separate fees.

Expenditure

The main costs are:

- **Pay:** staff salaries and pensions
- **Non-pay:** professional fees, rent, goods and services.

The Commission's accounts are published as part of the States of Jersey Annual Accounts.

Statement of Comprehensive Net Expenditure

All figures £000s

	2025 Budget	2025 Actual (YTD)	2025 Variance	2024 Actual
REVENUE				
Earned through operations (fees)	(379)	(421)	42	(453)
EXPENDITURE				
Staff costs	1,709	1,655	54	1,512
Other operating expenditure	503	437	66	615
Total Expenditure	2,212	2,092	120	2,127
Net Revenue Expenditure	1,833	1,671	162	1,674

Performance Against Budget

The Commission reported an underspend of £162,000 in 2025. This reflected higher than budget income (£42,000), alongside underspends in both pay (£54,000) and non-pay (£66,000) expenditure.

Pay underspends arose from a decision to defer recruitment to vacancies in light of anticipated budget decreases in 2026, while non-pay

underspends largely related to changes in the delivery and timing of planned inspection activity rather than reduced regulatory activity.

Appendix 1

Annex Registrations by type (Professionals and Services)

Health Professionals	2025
Ambulance Paramedic	65
Art Therapist	*
Biomedical Scientist	70
Chiropodist	13
Chiropractor	31
Clinical Psychologist	34
Clinical Scientist	*
Dietitian	18
Midwife	95
Nurse	1405
Nurse Independent Prescriber	72
Occupational Therapist	63
Operating Department Practitioner	48
Orthoptist	6
Osteopath	11
Paramedic Independent Prescriber	6
Pharmacist Independent Prescriber	22
Physiotherapist	131
Physiotherapist Independent Prescriber	*
Podiatrist	17
Podiatrist Independent Prescriber	*
Psychotherapist	37
Radiographer	70
Social Worker	240
Specialist Community Public Health Nurse	31
Speech and Language Therapist	29
Total	Over 2500

* <5

Dental Professionals	2025
Clinical Dental Technician	*
Dental Hygienist	16
Dental Nurse	67
Dental Technician	*
Dental Therapist	7
Orthodontic Therapist	*
Total	Over 100

* <5

Medical Practitioners	2025
Responsible Officer	*
States Employee	298
Performer	169
Independent Practitioner	25
UK Connected Practitioner	841
Orthodontic Therapist	*
Total	Over 1300

* <5

Care Services	2025
Care Home	*
Day Care	298
Home Care	169
Individual Care Worker	25
Total	141

* <5

Children's Social Care Services	2025
Adoption	1
Fostering	1
Children's Home Service	14
Care Arrangements in Special Schools	1
Children and Family Community Nursing Service	1
Social work service for children and young people	2
Independent Monitoring and Review Service	1
Child Contact Centre	1
Child and Adolescent Mental Health Service	1
Residential Family Centres	0
Total	23

Laser Services & Yellow Fever Centres	2025
Laser Services	16
Yellow Fever Centre	10
Total	26

Piercing & Tattooing (P&T)	2025
P&T Practitioners	106
P&T Premises	74
Total	180



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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