

# Commissioning of Services

## Project Specification

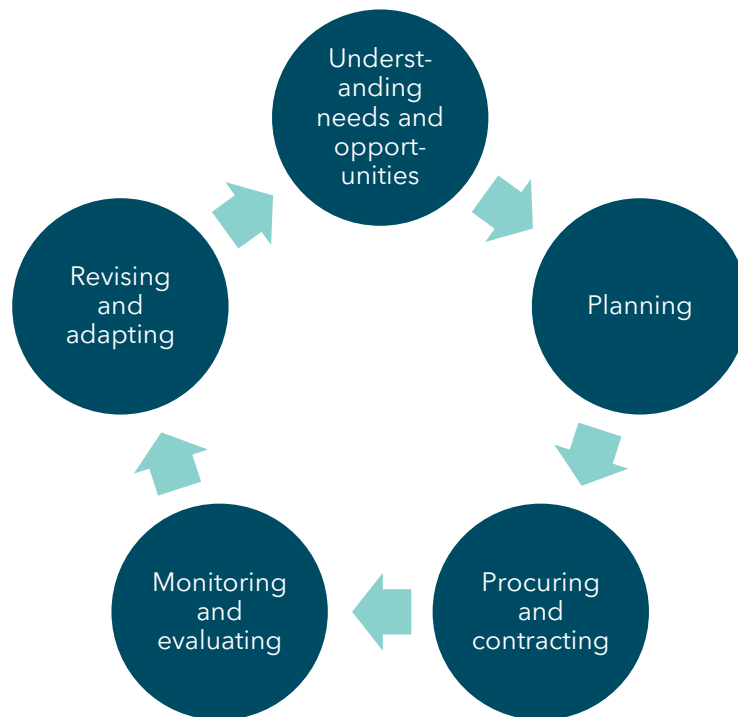
### Background

The commissioning of public services describes the cycle of assessing the needs of people in an area, designing and then achieving appropriate outcomes within resource limitations. Resources include finances, facilities, capacity, skills and experience. In essence, commissioning is the process by which public services are planned, purchased and monitored.

Public services are services that are organised by the States of Jersey in order to benefit the citizens of Jersey. Such services might be provided directly by the States of Jersey or they might be commissioned from private, other public sector or third-sector organisations. Good commissioning provides value for money by improving the quality of services (for example accessibility, customer experiences and outcomes) and maintaining or reducing the costs involved in providing those services. Successful commissioning means delivering the right outcomes at the right cost.

The States of Jersey rely on commissioning services from external providers where it is not practical, or not possible, to deliver specialist services within the public sector on Island. While there are different models of commissioning, in essence, they comprise five main steps. These are outlined in Exhibit 1.

## Exhibit One: Commissioning Steps



Source: Jersey Audit Office

## The Functions of the Comptroller and Auditor General (C&AG)

Article 11 of the Comptroller and Auditor General (Jersey) Law 2014 requires the C&AG to:

- provide the States with independent assurance that the public finances of Jersey are being regulated, controlled, supervised and accounted for in accordance with the Public Finances (Jersey) Law 2005
- consider and report to the States on:
  - the effectiveness of internal controls of the States, States funded bodies and funds
  - the economy, efficiency and effectiveness in the way the States, States funded bodies and funds use their resources; and
  - the general corporate governance arrangements of the States, States funded bodies and funds; and
- make recommendations to bring about improvement where improvement is needed.

## Objective of this review

This review will assess the extent to which the States of Jersey commission services from external providers that deliver outcomes for Islanders in line with policy objectives.

## Scope

The review will start with an overarching consideration of the State of Jersey's approach to commissioning, to understand:

- the drivers for and policies underpinning the decisions about what public services are to be commissioned; and
- the range of commissioning activity.

This will be followed by reviews of how specific services are, or are planned to be, commissioned, against elements of best practice. The specific services that will be reviewed will be those commissioned by the Health and Community Services Department (HCS), the Children, Young People, Education and Skills Department (CYPES), the Justice and Home Affairs Department (JHA), the Customer and Local Services Department (CLS) and the Probation and Aftercare Service.

The objectives and/or scope of the review may be amended in the course of the review in the light of emerging findings or other matters arising.

## Audit approach

This review will use a combination of a result-oriented and system-oriented audit approach.

The audit will assess whether services are being commissioned in a way that contributes to policy objectives and intended outcomes.

The audit will also assess whether the systems and processes used to commission services comply with recognised best practice.

The review will commence with an initial documentation request. The findings of the document review will be followed up by interviews with key officers and potentially with other stakeholders.

The review will focus on identifying future opportunities for improvement against best practice in the wider States of Jersey context.

The review will commence in November 2023.

The detailed work will be undertaken by affiliates engaged by the C&AG.

## Audit criteria

To assess relative performance during our audit, we will use the following best practice criteria developed by the Jersey Audit Office based on commissioning frameworks in place in the UK and New Zealand.

### Understanding needs and opportunities

- Are clear high level expectations and requirements set to create the context for commissioning?
- Does the commissioning activity align with Government direction and overarching strategies and policy?
- Is there clarity as to who the commissioning response is for?
- Are appropriate methods being used to accurately assess population need?
- Does a clear vision exist of why the response is needed, what it needs to achieve and how much it should achieve?
- Have stakeholder views on current needs and opportunities been considered and assessed?
- Has current and emerging evidence of service effectiveness been used in understanding needs and opportunities?
- Have the alternative responses available to address needs and opportunities been identified and assessed?

### Planning

- Does the planning approach determine how to prioritise the needs identified and enable agreement on which opportunities should be followed up, drawing on knowledge gained from assessing needs and opportunities?
- Do commissioning plans have a clear set of objectives, activities, outputs, outcomes and measures of success?
- Have the States engaged with key stakeholders to ensure the proposed response meets their needs and is useable?

- Do commissioning plans consider the national expectations and requirements to determine the most efficient and effective way of addressing the identified need within the resources available?

### **Procuring and contracting**

- Do the States have a detailed understanding of what is being procured, the value and risk of the procurement and how important the procurement is to achieving their overall goals and strategy?
- Can the States demonstrate that the procurement methods selected will deliver best value for money?
- Are robust business cases in place where required under the Public Finances Manual?

### **Monitoring and evaluating**

- Do the States take stock of progress by monitoring, measuring, reviewing and evaluating?
- Do the States monitor the delivery of the commissioned service effectively including meeting budget and standards of timeliness, quality and accuracy, and following ethical practice?
- Do the States monitor and evaluate the commissioned response against the expected outcomes?
- Do the States engage with service providers and with users in monitoring and evaluating commissioned services?
- Do the States share the results of their evaluation to help make commissioning transparent?

### **Revising and adapting**

- How are opportunities for improvement in the model of service provision, configuration, quality or efficiency identified?
- How do the States learn from success and failure and modify what and how the response is delivered?



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