

Monday 22 July 2024

# Commissioning initiatives need to be rolled out across Government to deliver the right outcomes at the right cost

## Comptroller and Auditor General issues her latest report

Comptroller and Auditor General (C&AG), Lynn Pamment CBE, has today, 22 July 2024, published her report into **Commissioning of Services**.

The commissioning of public services is the process by which public services are planned, purchased and monitored. Good commissioning requires that the needs of people in an area are assessed, and the outcomes are designed and achieved within the limitations of the resources available. These include finances, facilities, capacity, skills and experience.

The States of Jersey organise public services to benefit the citizens of Jersey. Services are provided directly by the States of Jersey or may be commissioned from private, other public sector or third-sector organisations, where it is not practical, or not possible, to deliver specialist services within the public sector on Island.

Good commissioning provides value for money by improving the quality of services and maintaining or reducing the costs involved in providing those services. Successful commissioning means delivering the right outcomes at the right cost.

### **Lynn Pamment CBE found that:**

Within the States of Jersey there is no common understanding of the term commissioning. Whereas some departments interpret commissioning as applying only to contracts awarded to external entities to provide direct services to Islanders, others adopt a wider definition of commissioning.

There is a need to consistently apply a single agreed definition across the States of Jersey to enable departments to identify commissioning opportunities, adopt consistent best practices and capture more effectively the rationale for chosen delivery options.

In January 2023, the Government launched the **Jersey Commissioning Academy**. During 2023, the Academy delivered face to face and online sessions with representatives

from four departments. The C&AG noted that funding has been provided to continue the Academy during 2024 and there is a stated intention to continue into 2025 and beyond. This provides an opportunity to spread good practice across Government.

The Government has drafted a **Jersey Commissioning Framework**, which is based on a mental health commissioning framework from New Zealand. This draft Framework has been adapted for Jersey by a group of stakeholders from across Government and including external providers. The C&AG found it concerning that, while a number of departments have been involved in the Jersey Commissioning Academy and the development of the draft Framework, the response from one to her question about the value of services commissioned, was that it has no commissioned service expenditure.

The role of Commercial Services to support commissioning is not clear. The Head of Commercial has been involved in the development of the draft Framework and is a member of Cross Government Commissioning Function for Health and Care. There is a need for Commercial Services to finalise its strategic approach to both commissioning and procurement, so that public money is managed effectively to maximise services delivered to the public in Jersey and obtain best value.

The C&AG identified different approaches to assessing needs within the Departments she selected for review - Health and Community Services (HCS), Children, Young People, Education and Skills (CYPES), Justice and Home Affairs (JHA), Probation and After-Care and Customer and Local Services (CLS).

**Lynn Pamment CBE said:**

"The Government has put in place a number of good initiatives, based on good practice identified in other jurisdictions, to seek to develop a consistent cross-Government approach to commissioning services. Where commissioning arrangements are in place, they are generally working well and take the needs of individuals and service providers into account. However, not all departments recognise they are commissioning services.

"These initiatives need to be developed at greater pace and rolled out across all Government departments, to ensure the needs of Islanders are met through commissioned services delivering the right outcomes at the right cost."

The report **Commissioning of Services** can be found at: <https://www.jerseyauditoffice.je>

**ENDS**

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**Notes to Editors:**

- The Office of Comptroller and Auditor General ('C&AG') was established in 2005 and operates under the Comptroller and Auditor General (Jersey) Law 2014

- The remit of the C&AG includes the audit of financial statements, corporate governance, internal control and wider consideration of public funds, often expressed as 'value for money'
- The 2024-27 Audit Plan can be found at: [www.jerseyauditoffice.je](http://www.jerseyauditoffice.je)
- Lynn Pamment CBE took up the Office of C&AG on 1 January 2020 for a fixed term of seven years. Following the introduction of the Comptroller and Auditor General (Jersey) Law 2014 the term of office is fixed at seven years and is non-renewable.
- The Office of Comptroller and Auditor General is known as the 'Jersey Audit Office'.
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### **Comptroller and Auditor General's Policy regarding issue of reports and contact with the media:**

- Press releases will be published by the Jersey Audit Office to accompany the publication of each report
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- Other press releases/ statements may be made on an occasional basis and not necessarily dependent upon the publication of a report. They will be subject to the same embargoes where set
- With any report issued, the opportunity is available for members of the press to request factual clarification, by email, of points contained therein
- Any comments made additional to any reports, will be included within any press release(s) as issued by the Jersey Audit Office, in the form of a quotation by the C&AG. These comments will be available for publication; but there will not be any supplementary live or pre-recorded interviews offered or undertaken by either Lynn Pamment or the affiliates of the Jersey Audit Office
- The C&AG is prepared, on an occasional basis, to provide articles for publication in the local media, following a specific request and consideration of the relevant topic
- All public information, including press releases and reports, are accessible on the Jersey Audit Office website at [www.jerseyauditoffice.je](http://www.jerseyauditoffice.je)