

Commissioning and Collaboration

Charity Sector Conference 2025



States of Guernsey
Commissioning

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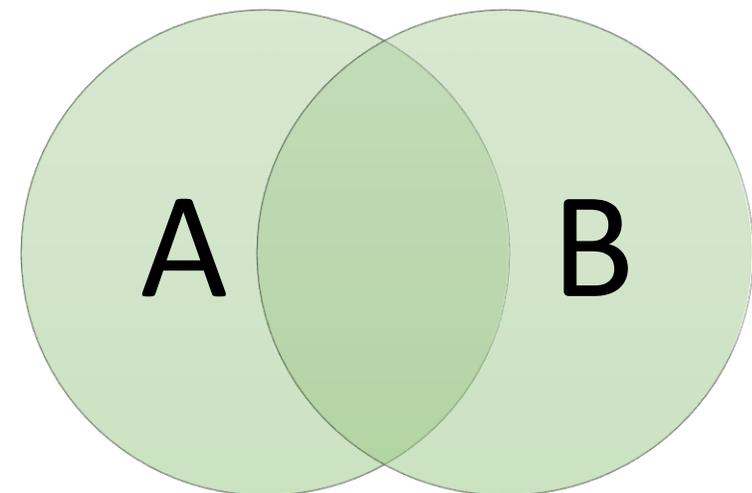
The role of the States Commissioning Team (1)

A. To establish and deploy an effective approach to commissioning across government:

- To achieve a common understanding and awareness of commissioning at political and officer level.
- To maximise the benefits of commissioning through the development and introduction of appropriate strategy and policy.
- To lead the deployment of commissioning in a manageable number of public service priority areas.
- To embed commissioning across government as standard practice in the design and delivery of public services.
- To work alongside colleagues on matters related to commissioning, such as market development, demand management, systems thinking, social value etc.

B. To oversee the relationship between the charitable sector and government:

- To be an advocate for collaborative working across the two sectors, seeking new opportunities to develop the relationship further.
- To act as an intermediary on strategic matters, helping to address any barriers and realise the benefits of partnership working.



The role of the States Commissioning Team (2)

1. Deliver

1A. Maximising Impact of Current Commissioned Services

1B. Delivery of a Pipeline of Commissioning Priorities

1C. Commissioning Communication Programme

2. Develop

2A. Commissioning Framework, Toolkit and Training

2B. Commissioning Partnership Board

2C. Services Resilience and Market Development

3. Partnership

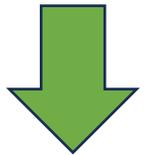
3A. Cross-Sector Relationship Management

3B. Cross-Sector Partnership Initiatives and Workstreams

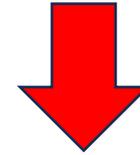
3C. Regulatory Landscape of Charitable Sector

Commissioning as a broad discipline (1)

1. To 'commission out,' or 'to be commissioned,' refers to one delivery model that could be selected from commissioning. This delivery model means entrusting an entity external to government to deliver a public service or a wider government function. Commissioning is broader than that.
2. It is the commissioning process that determines the appropriate delivery model, which could also include services being delivered by internal government teams.
3. Public services are normally delivered by in-house government teams, by an entity external to government or by a mix of the two. These options can each have variations which may impact when and how they are used. From a commissioning perspective, the public service delivery model is selected by the commissioning process.



Start Here



Not Here

Assessing needs, identifying all resources, service design and transformation, select providers, implementation

Commissioning as a broad discipline (2)

Commissioning is about improving outcomes for islanders and the Bailiwick.

Good commissioning focusses on 'people and place'.

Commissioning considers both demand and supply side factors.

It provides a structure for collaborative working and then focusses those collaborative efforts towards better public services.

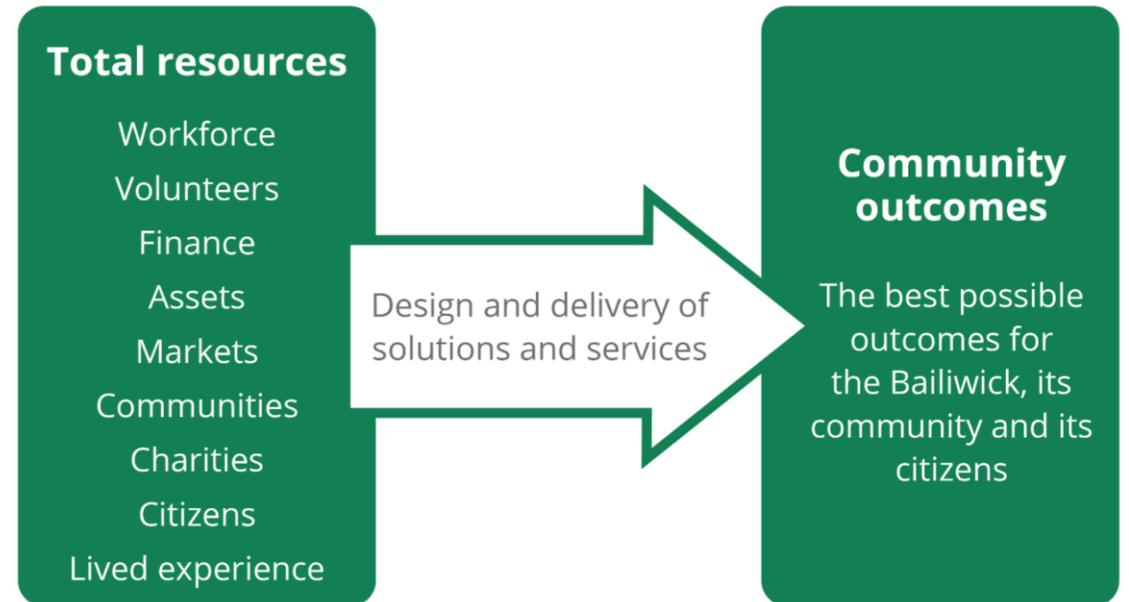
Commissioning as a broad discipline (3)

Commissioning is an approach that can be used for the design and delivery of public services, including using it for full-service transformation.

A firm understanding of needs of the community is established and the total resources available to meet those needs is identified.

Public services are then designed in a manner that maximises those available resources to best meet the community need. This includes appraising different public service delivery models and selecting the most effective and efficient option available.

The service providers within those delivery models could be public servants, the charitable sector, the private sector or a mixture.



Commissioning as a broad discipline (4)

‘Public services demand new ways of thinking and working. We need to shift from internal measures of success to what matters for people and communities’

(Public Services Transformation Academy)

- What if the best way to change your system isn't to wrestle it into shape... but to see it more clearly?
- What if standardised services and neat categories don't meet the needs of individual citizens?
- What if services were built up from the community rather than top down from government?
- What if we focussed on 'assets' we have at our disposal and using them collaboratively (asset-based commissioning) to best effect?
- Are the opportunities available in these areas not greater for the Bailiwick than in other jurisdictions?
- How do we change mindset and then convert that into action for the benefit of our community?

Opportunities and Barriers

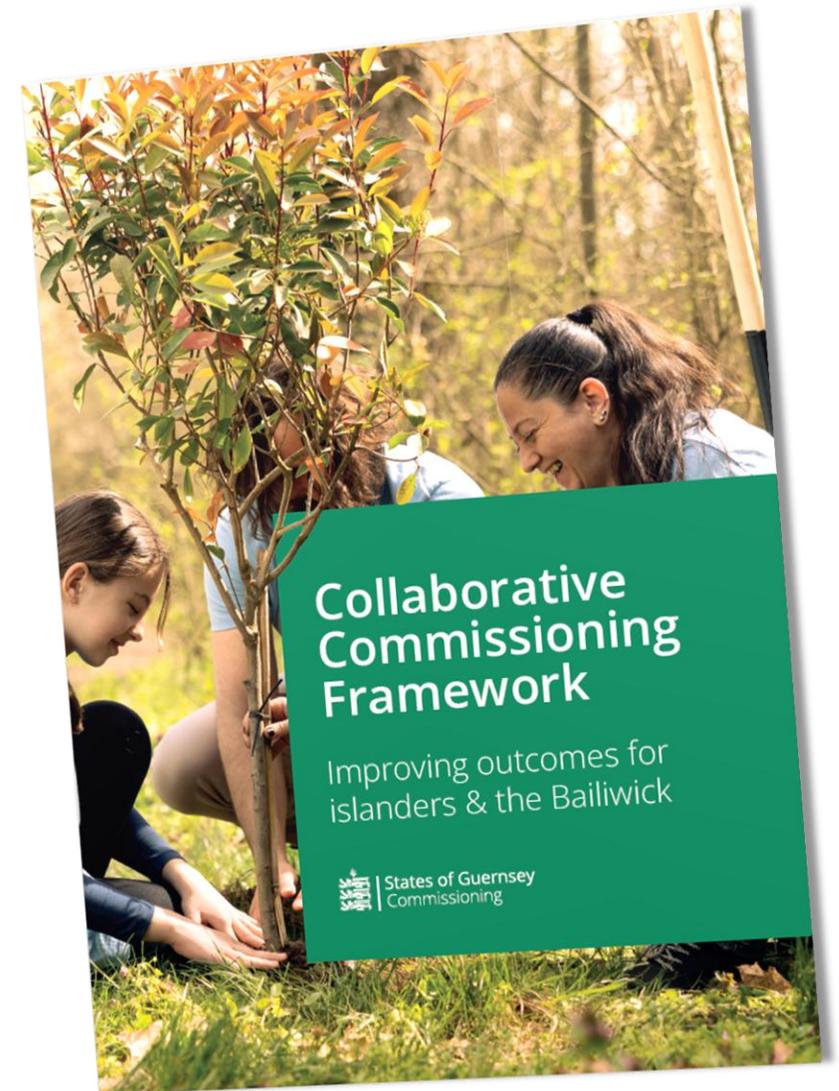
When commissioning is considered in this way, what opportunities do you think it offers and what do you think the main barriers will be?

The Collaborative Commissioning Framework (1)

The purpose of the Collaborative Commissioning Framework is to improve the outcomes we achieve for islanders and the Bailiwick from the commissioning of public services.

The Framework helps to do this by providing the following:

1. It defines what commissioning is and introduces principles and processes that we will follow.
2. It promotes commissioning as an approach effective for the design and delivery of public services and as a solution to complex and interconnected problems.
3. It introduces consistency and best practice to our commissioning.
4. It creates a structure for greater collaboration.



The Collaborative Commissioning Framework (2)

“Achieving the best outcomes for islanders and the Bailiwick, through effective design and delivery of solutions or services that maximise the use of all available resources.”

Commissioning Principles

- Improve outcomes for the community.
- Promote collaboration across sectors, co-producing with people and organisations that best understand the needs of their community.
- Put equality and inclusion at its core and be person-centred.
- Use systems leadership to provide a holistic approach, one that will be unrestricted by sectoral or organisational boundaries.
- Prioritise long-term financial sustainability and return on investment.
- Be informed by evidence-based decisions, based on good data and intelligence.
- Create an environment that encourages and enables innovation and new ideas.

The Collaborative Commissioning Framework (3)



Collaboration and become better partners

In addition to what has been covered so far, there are other important things that the States Commissioning Team is working on that will help us to become better partners when commissioning, this includes:

- Ensuring we manage commissioned services at outcomes and impact level, not based on the details of how services are delivered.
- Ensuring agreements are the right length and provide the stability required for charities to focus on the job in hand.
- Ensure appropriate mechanisms are included on how to manage inflationary pressures.
- Ensuring agreements reflect an appropriate level of risk sharing.
- Where possible, standardising terms.
- Creating a golden thread between strategy and service delivery that focus on outcomes and managing service performance in this manner.

Co-design

Co-design is about designing with, not for. It's about working across sectors and Committees on shared objectives, like community wellbeing.

It challenges the imbalance of power held by people who make decisions. It creates an environment where every participant has an equal voice and opportunity to contribute.

It prioritises relationships, brings lived experience voices and stakeholders together with governments and uses creative tools to examine challenges, problems, or systems for improvement.

There is more than one way to undertake co-design and there are various methods available.



Co-production

Better outcomes can be achieved by working alongside islanders, staff, volunteers and service providers, valuing lived experience, professional expertise, and local insight. Co-production is not a single step in the process, but the environment in which all commissioning takes place, woven throughout analysis, design and delivery.



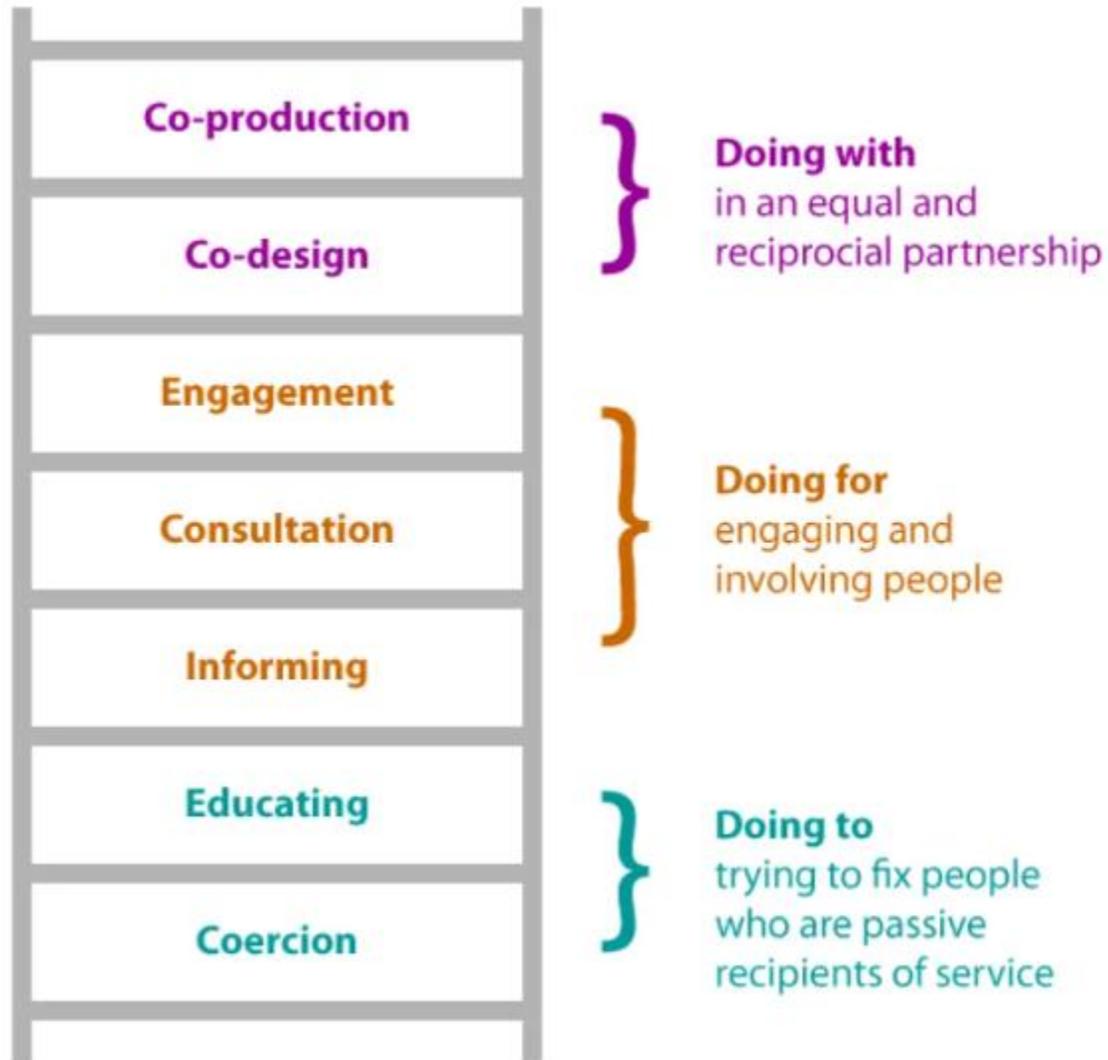
Spectrum of Participation (and a measure of collaboration)



Collaboration

When thinking about collaboration and cross-sector working, where do you think we currently are on this spectrum?

Co-Production Ladder



When it comes to commissioning, if we are committed to collaborative working, we must scale this ladder.

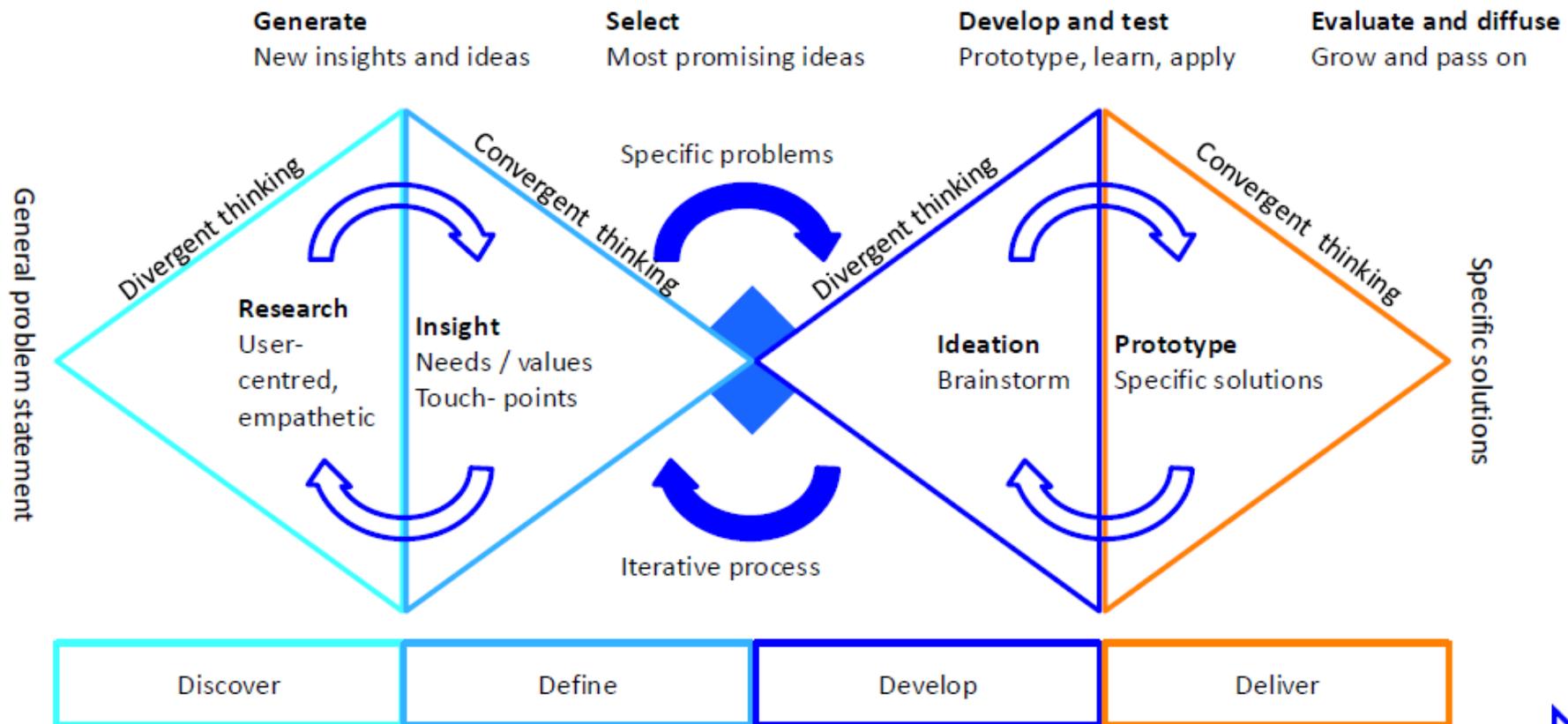
Scaling the ladder requires us to paint a picture of the benefits that await us when reaching the top (the opportunities).

It also requires us to identify the things that may get in the way and consider how we intend to address them (the barriers).

The previous activity on collaboration helps with this.

Co-design for Problem Solving

Learning. Honesty and reflection. Being open to failure. Sharing. Applying what we learn.



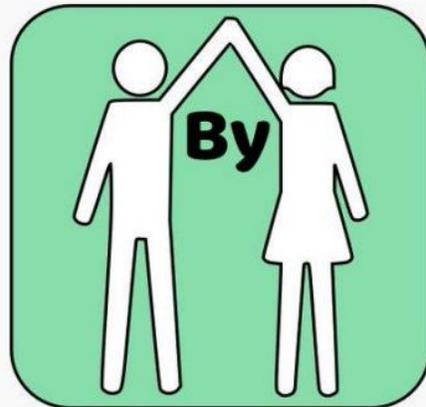
Capacity building. Growing our capacity to think, learn, lead, and do differently.

Different ways to get involved in public services

We realise that not all charities wish be commissioned to deliver services. We also realise that the sector as a whole does not have an abundance of resources. We therefore wanted to share other ways in which charities can collaborate with government on public services (not exhaustive):

- Share ideas and propose new ways of working.
- Identify gaps in public services or services that are ineffective.
- Represent the views of those you support.
- Provide data and information that can inform future services.
- Share lived experience.
- Share greater understanding of community.
- Share knowledge and expertise on the topics you specialise within.
- Identify barriers and risks to your service area or those impacting the people you support.
- Suggest changes to existing community services.
- Help to develop meaningful community outcomes.
- Input into commissioning processes.
- Input into strategy and policy.

Commissioning closing note



- We know the only way to tackle the big challenges facing the Bailiwick is by working together and across Sectors.
- We're committed to learning and making steady progress together.
- We believe in building something long-lasting: a supportive and sustainable environment where charities can thrive and make a real difference in people's lives.
- We don't want to make decisions for you or do things to you — we want to work with you, and when possible, alongside you.

Questions

Final Questions?

Thank you for joining us!

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