

**WRITTEN QUESTION TO THE CHIEF MINISTER  
BY DEPUTY H.L. JEUNE OF ST. JOHN, ST. LAWRENCE AND TRINITY  
QUESTION SUBMITTED ON MONDAY 23rd JUNE 2025  
ANSWER TO BE TABLED ON MONDAY 30th JUNE 2025**

**Question**

“Will the Chief Minister advise what work, if any, the Government has undertaken to develop a commissioning framework for charities, and the wider voluntary and community sector (the “Framework”); and will he detail –

- (a) the process and timeline that will be followed to develop and implement the Framework;
- (b) the level and nature of consultation with the sector to date, and what plans exist for future consultation;
- (c) how the Framework will promote consistency, transparency, and fairness in funding decisions and service-level agreements;
- (d) whether the Framework will include guidance or criteria for determining when grants, contracts, or service commissions are appropriate; and
- (e) the long-term outcomes and objectives of the Framework for Government departments and for the charitable and voluntary sector in Jersey?”

**Answer**

A draft Commissioning Framework was initially developed in 2023 and piloted during 2024, with early adoption by commissioners in Health and Care Jersey (HCJ) and Children, Young People, Education and Skills (CYPES). To assess its impact, evaluation surveys were conducted with Government of Jersey commissioners and service providers in both January 2024 and January 2025.

The results were encouraging - providers reported improved communication with commissioners, clearer understanding of the commissioning process, and greater alignment with the needs of Islanders. These findings demonstrate the value of the framework in supporting more effective and transparent commissioning.

**(a) the process and timeline that will be followed to develop and implement the Framework;**

The framework is being revised in 2025 based on the feedback received and will form part of the wider Commissioning Strategy for Jersey, currently being developed by the Cross-Government Commissioning Group, with a view to completion by the end of 2025.

The planned process and timeline for finalising and implementing the framework are as follows:

- **End of June 2025** – Initial revised draft completed
- **By 14 July 2025** – Shared with the original development group and the Cross-Government Commissioning Group for feedback
- **By end of July 2025** – Circulated to other service commissioning organisations
- **By end of August 2025** – Shared more broadly with all organisations in the sector
- **September 2025** – A community-wide engagement event will be held for final feedback
- **End of October 2025** – Final draft completed and signed off by the Cross-Government Commissioning Group

It is anticipated that the final version of the Framework will be launched at the Jersey Commissioning Conference on 14 November 2025, where it will be adopted as a key element of the Government's governance framework.

In the event that the proposed Health and Care Partnership Board is established, the framework will be presented to them for comment and adoption.

**(b) the level and nature of consultation with the sector to date, and what plans exist for future consultation.**

The development of the Commissioning Framework has involved close collaboration between multiple Government departments and four voluntary sector organisations. Throughout 2024, targeted consultation took place to ensure that a diverse range of voices informed the work.

Key engagement milestones included presentations to the Health and Care Partnership on 11 July 2024 and to the Association of Jersey Charities on 27 November 2024. In addition, a sector-wide workshop was held on 16 September 2024, which invited all community providers and relevant Government colleagues to review the draft Framework and provide structured feedback.

Further consultation is planned throughout 2025. This includes staged feedback opportunities with both those involved in the original development and the wider voluntary and community sector, culminating in a public engagement event in September 2025 to gather final input ahead of launch.

**(c) how the Framework will promote consistency, transparency, and fairness in funding decisions and service-level agreements.**

The Framework is designed to promote consistency, transparency, and fairness in the commissioning and funding of services by introducing a standardised process that can be applied across all Government departments.

It will establish a common approach to commissioning, ensuring that funding decisions are made using clear, shared criteria. This will help reduce duplication, clarify expectations for both providers and commissioners, and enable more equitable allocation of resources.

The Framework will be supported by the forthcoming Commissioning Strategy for Jersey people services, which will set out the core principles that underpin effective commissioning. These principles will guide decisions to ensure they are evidence-based, needs-led, and outcome-focused reinforcing trust, accountability, and quality in all agreements.

**(d) whether the Framework will include guidance or criteria for determining when grants, contracts, or service commissions are appropriate.**

The Framework will be accompanied by a dedicated user guide that will support its implementation. This guide will draw upon the Public Finances Manual and best practice outlined by Commercial Services, providing clear reference points for determining the appropriate use of grants, contracts, and other funding mechanisms.

Grants and contracts for services are established mechanisms through which commissioning is undertaken. The Public Finances Manual already includes guidance on the circumstances in which each funding route is suitable, and this will be reflected in the Framework to ensure consistency and compliance with Government standards.

By embedding these references, the Framework aims to help commissioners choose the most appropriate and transparent route to funding based on the nature of the service, the level of control required, and the desired outcomes—promoting fairness and accountability in decision-making across the board.

**(e) the long-term outcomes and objectives of the Framework for Government departments and for the charitable and voluntary sector in Jersey?”**

The Commissioning Strategy and Framework is designed to support the long-term achievement of the Future Jersey Vision and the associated Island Outcomes, ensuring that services delivered across both Government and the charitable and voluntary sector are aligned with the needs and aspirations of Jersey’s community.

For Government departments, the Framework aims to embed a consistent and strategic approach to commissioning that improves transparency, strengthens accountability, and enhances the effectiveness of public spending. It will help departments focus resources on outcomes that matter most to Islanders, enabling more joined-up working and improved service integration.

For the charitable and voluntary sector, the Framework provides clarity and stability, creating a more predictable and collaborative commissioning environment. By establishing shared principles, expectations, and processes, the Framework will empower the sector to plan for the long term, build capacity, and deliver high-quality services in partnership with Government. Ultimately, the Framework aims to bring Government and community organisations together to deliver better public services and make life better for all Islanders.

The long-term outcomes and the objectives for the charitable sector, and its relationship with Government, are to improve collaborative working between charities and Government Departments and to continue the rich history that Jersey charities have provided services for, and the impact on all areas of Islanders’ lives.

It is the Government’s aim to support the sector with dedicated resources from the 2024 Lottery Proceedings, in partnership with the Association of Jersey Charities, to increase the sectors development and sustainability. Furthermore, the Government is working with the Association of Jersey Charities to implement, where appropriate, the helpful recommendations from the recent Power of Partnerships Report.<sup>[1]</sup>

Jersey is fortunate to have a vibrant charitable sector, and we are committed to working with Jersey charities to improve outcomes for Islanders across the whole community.

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<sup>[1]</sup> [The Power of Partnerships March 2025\) FINAL.pdf](#)