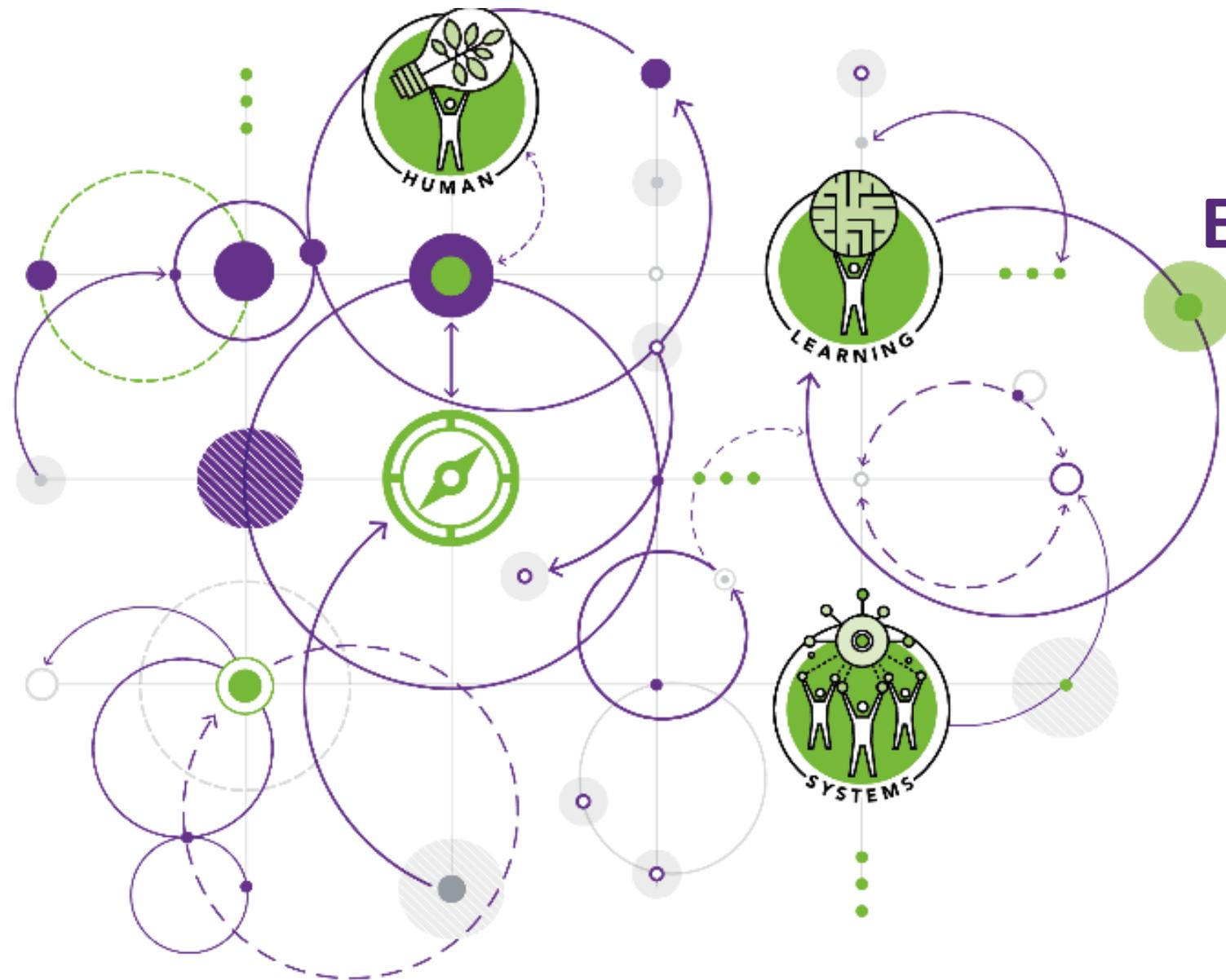
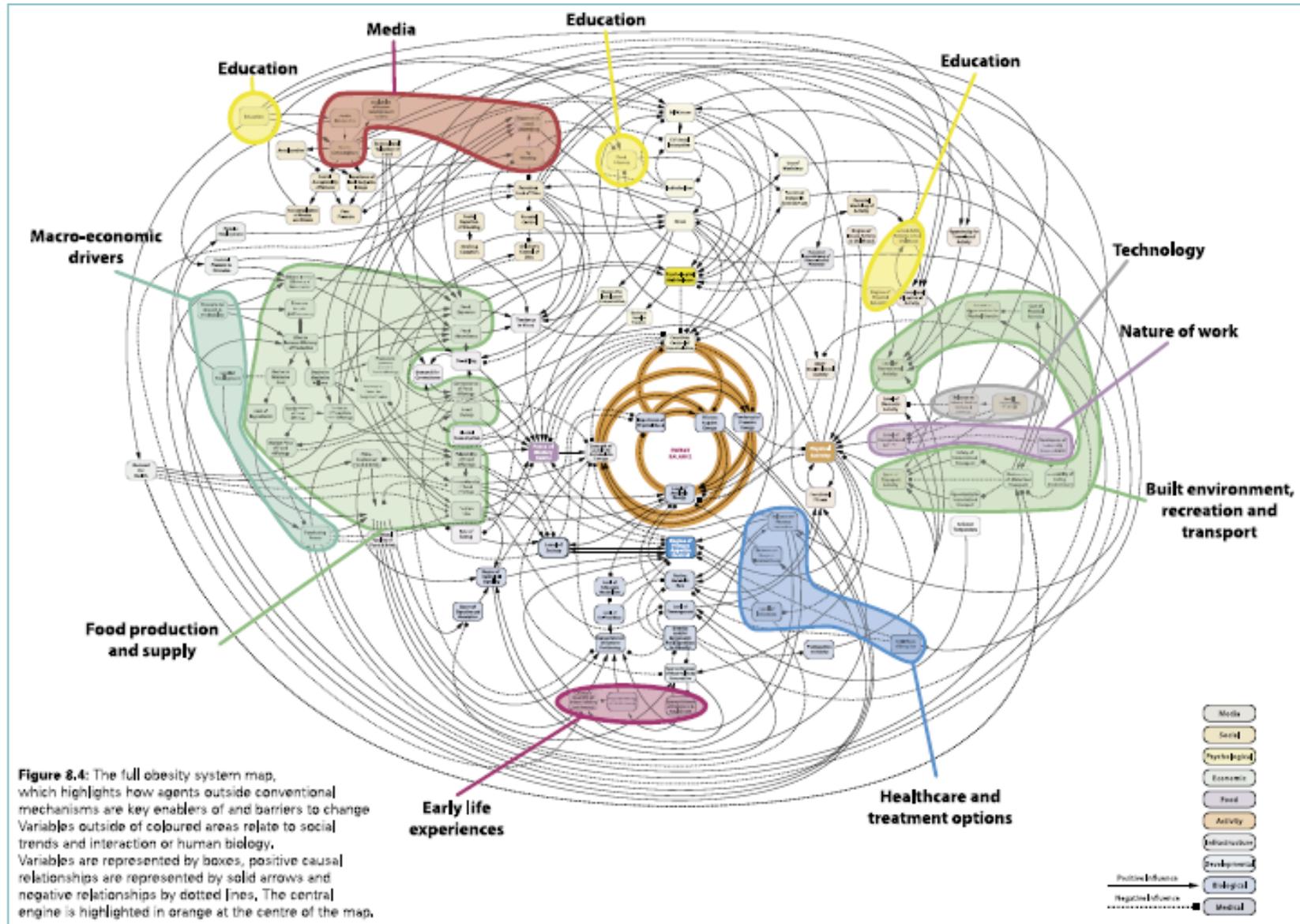


Exploring the New World: Practical insights for funding, commissioning and managing in complexity

**Dawn Plimmer,
Collaborate**



It's complex!



Let's form a complex system...

**OUTCOMES ARE NOT DELIVERED BY
ORGANISATIONS!**

What does complexity require of us?

- The capacity to respond to **variety** – each person's strengths and needs are different
- The ability to **adapt to change** – the context in which social interventions are undertaken constantly changes
- The ability to **shape systems** whose behaviour can't be reliably predicted, and which no one controls.

collaborate
for social change

A Whole New World:

Funding and Commissioning in Complexity

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Annabel Davidson Knight
Toby Lowe
Marion Brossard
Julie Wilson



collaborate
for social change

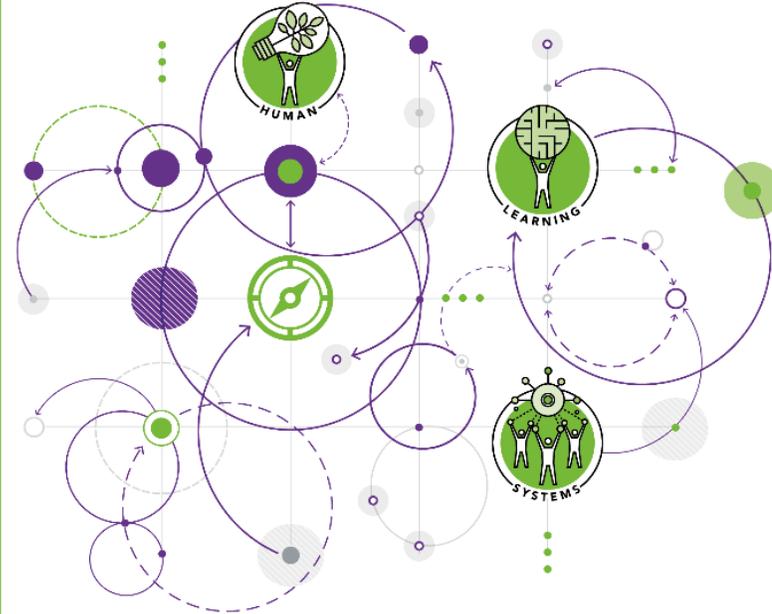


Exploring the new world:

Practical insights for funding, commissioning
and managing in complexity

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Toby Lowe
Dawn Plimmer



KEY IDEAS

Funding, Commissioning and Managing in complexity involves:



Being **Human** to one another



Learning and adaptation



Nurturing **healthy systems**

HUMAN

To be human:

- Respond to **variety** of human need and experience
- Use **empathy** to understand the life of others
- View people from a **strengths-based** perspective
- **Trust** people with decision-making: increasing agency and autonomy

= Public service is bespoke by default

“liberating’ workers from attempts to proceduralise what happens in good human relationships, and instead focus on the capabilities and contexts which help enable these relationships”



LEARNING



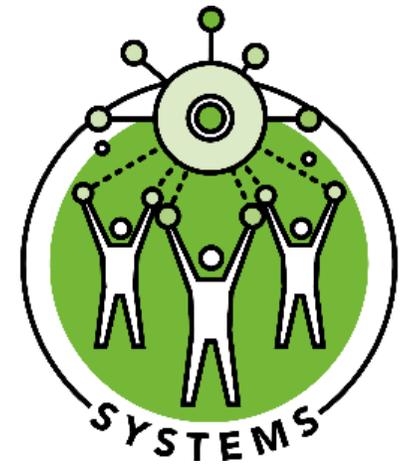
In a complex environment, **learning is a continuous process.**

“What works” is always changing. “What works” is a continuous process of learning and adaptation.

Learning is enabled by:

- Funding for learning, not ‘results’
- Creating a learning culture: removing competition, positive error culture, formal and informal spaces for learning
- Using data to learn

SYSTEMS



Healthy systems produce good outcomes, so it is important to understand what a system looks like and what will make the system more likely to produce positive outcomes.

Do you know what the relevant system(s) look like?

- Who are the relevant actors?
- Do the actors in the system recognise it as a system?
- What are the relationships between those actors?

Who is helping to nurture a healthy system?

- Who is acting as a **System Steward**?

WHAT DOES A HEALTHY SYSTEM LOOK LIKE?



System Behaviours (Lankelly Chase Foundation):

Perspective

- People view themselves as part of an interconnected whole
- People are viewed as resourceful and bringing strengths
- People share a vision

Power

- Power is shared, and equality of voice actively promoted
- Decision-making is devolved
- Accountability is mutual

Participation

- Open, trusting relationships enable effective dialogue
- Leadership is collaborative and promoted at every level
- Feedback and collective learning drive adaptation

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree

4. In the JDG, power is shared, and equality of voice actively promoted - All people are able to play their fullest role in building an effective system. Unequal distribution of power, including structural inequality, is continually addressed.



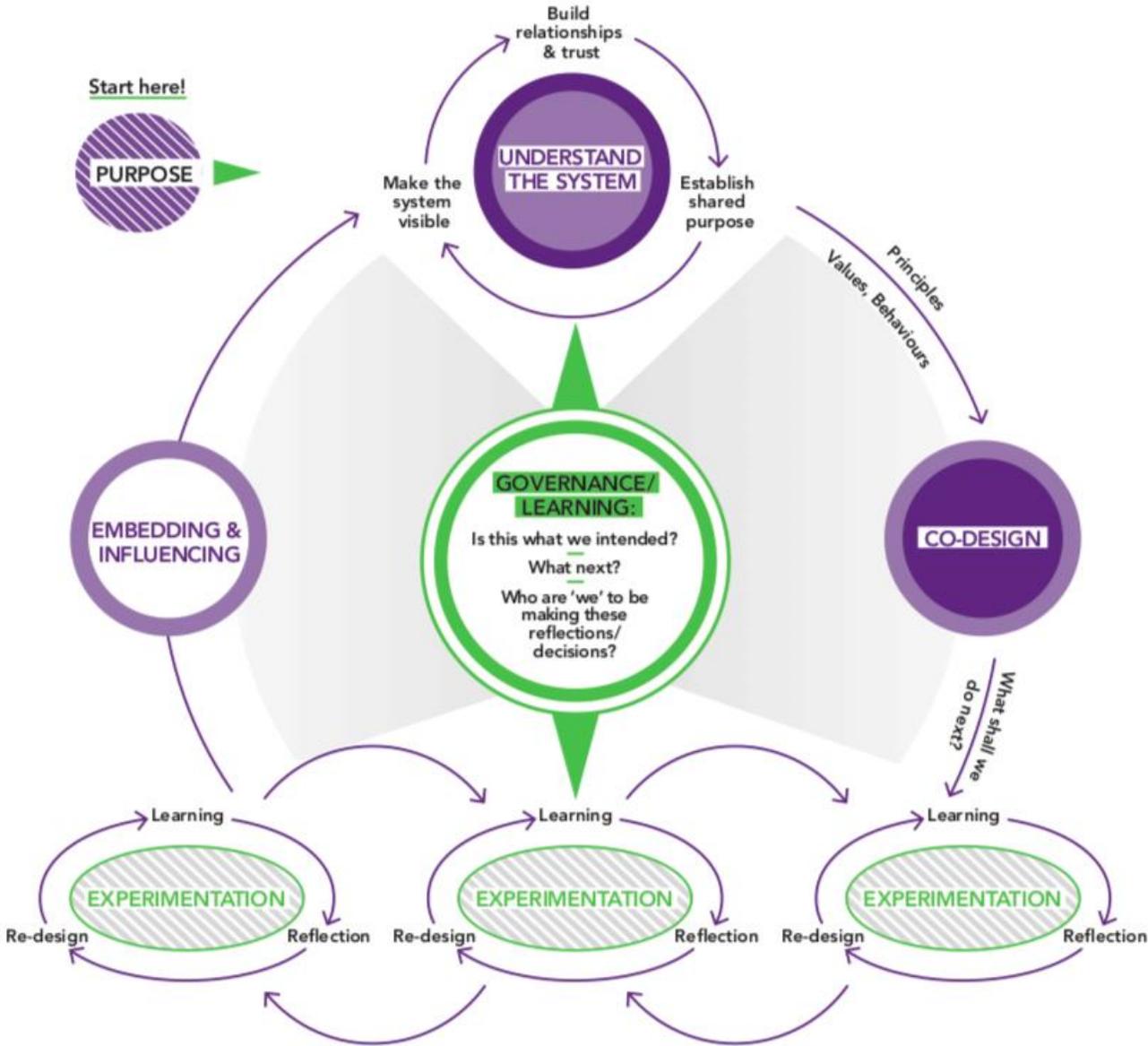
5. In the JDG, decision-making is devolved - Those people closest to a complex situation are free to engage with its uniqueness and context and to use their initiative to respond to it.



6. In the JDG, accountability is mutual - System improvements are driven by accountability to the people being served. The people being served are supported to take responsibility for their own change.



How change happens



Who is doing this?

Public Sector Commissioners:

e.g. Plymouth Council and Clinical Commissioning Group

Public Sector Direct Delivery:

e.g. Gateshead Council

Charitable Foundations:

e.g. Tudor Trust, Lankelly Chase, Esmee Fairbairn, Barnwood Trust

VCS organisations:

e.g. Mayday Trust, Cornerstone

Putting it into practice...

- Leadership

“Have I got the bravery to call things out, the energy and capacity to carry on and carry the system through to a new set of relationships?”

- Culture change

“We re-interviewed all staff and lost 50% of the workforce – they didn’t want to or didn’t have the right behaviours and mindset.”

- Accountability

“The Care Inspectorate has sought to support the pioneering work that Cornerstone are advancing, by promoting an enabling regulatory environment that supports innovation and improvement and allows new ways of working to be explored and new ideas and approaches to be tested.”

Questions?

Reflections?

Thank you!

Dawn Plimmer

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Join the *Complexities* group on

The logo for Knowledgehub, featuring the word "Knowledge" in white and "hub" in teal, set against a black rectangular background.

<https://khub.net/group/complexity-friendly-system-oriented-commissioning-pilot-project>