

ETORKIZUNA ERAIKIZ THINK TANK

FOCUS GROUP ON THE FUTURES OF THE WELFARE STATE

RESEARCH DIARY #1

CYCLE 1 (2020-2021)

The aim of the Etorkizuna Eraikiz Think Tank research diaries is to promote the think tank's research by providing resources that will help researchers to better understand the process. They set out the chief milestones in the Think Tank's proceedings, with links to other documents generated in the process. They also explain some contents that may be of interest to researchers which are not included in the other documents. These mainly concern the work of people tasked with designing and managing the Think Tank and may assist research into the think tank's methodological bases.

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Introduction

Etorkizuna Eraikiz Think Tank forms part of the Provincial Government of Gipuzkoa's Etorkizuna Eraikiz initiative. It is a space for cogenerating knowledge and its aim is to foster an awareness and understanding of the great challenges facing Gipuzkoa and to identify what processes might improve the ecosystems linked to the provincial government's policies with a view to addressing these challenges, using a philosophy of collaborative governance.

To ensure transparency and disseminate the knowledge and learning accruing from and for the Think Tank's activities, the initiative generates a considerable amount of audiovisual material and documents which will help show how the process is developed and its principal lessons, results and impact. This material is constantly being updated and is available on the Etorkizuna Eraikiz Think Tank website. It includes: lists of participants in the Think Tank's deliberation groups; reports of the monthly meetings of the deliberation groups; presentations by experts at the deliberation groups; working documents summarising the participants' reflections and the reports from experts in the field which were used as inputs for reflection; and reports produced by the deliberation groups setting out the lessons learned.

In addition, a series of research diaries have been created, primarily to complement the reports of the meetings and the working documents of the Think Tank's deliberation groups. This material is also available on the website, and is intended to promote the Think Tank's research, offering researchers resources that may help them to better understand the process. They set out the chief milestones in the Think Tank's proceedings, with links to other documents generated in the process. They also explain some contents that may be of interest to researchers which are not included in the other documents. They mainly include the work of people working on the design and management of the Think Tank and may help in research into the methodological basis of the Think Tank.

This document is the research diary corresponding to the first deliberation cycle of the Futures of the Welfare State deliberation group, which covers the period from May 2020 to June 2021. It describes in detail the process followed during that period. It also includes an introduction explaining the work carried out during the period from January to May 2020, during which the foundations were laid for launching the four deliberation groups, including the Futures of the Welfare State group.

Methodological framework of the Think Tank: Action research for territorial development

As described in Research Diary #0, which sets out the basis for the design of the Think Tank, the methodological framework used is Action Research for Territorial Development¹, which is a specific approach to action research. The main features of this framework, as set out in the bases of the Think Tank's design, are described here to give a picture of the framework within which the Think Tank and the deliberation groups are operating.

¹ This approach to action research has been developed in a number of academic works. In particular, see: Karslen and Larrea, 2014. Territorial Development and Action Research. Innovation through dialogue. Farnham: Gower; and Larrea (ed.), 2020. Roots and Wings of Action Research for Territorial Development

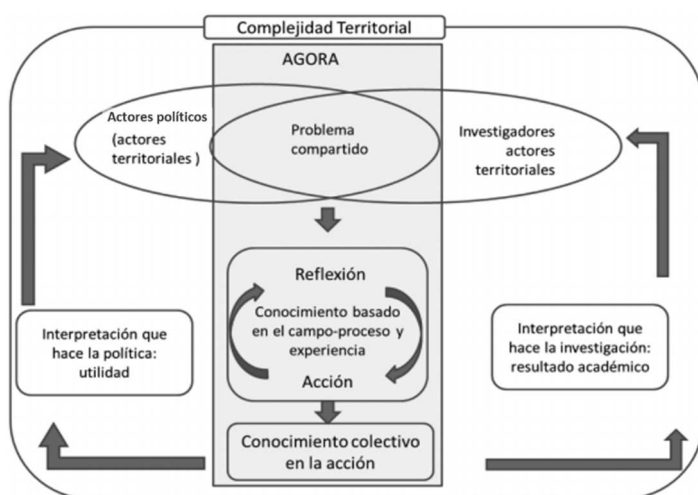
Action research for territorial development is defined as a strategy for transformation. Its primary features are as follows:

- The bases of ARTD are: industrial democracy as developed in Norway; the work of Paulo Freire; action research for transformation developed in the AR+ network; and contributions made to action research by policy analysis. Over the coming years this base will be expanded to meet the needs of the Think Tank
- It has been developed in experimental processes in the Autonomous Community of the Basque Country (particularly in the province of Gipuzkoa, by the provincial government). The theoretical influences described above have therefore been adapted to local characteristics
- It is developed through co-creation processes, in processes of dialogue between researchers and policy makers
- These processes are based on the work of the facilitators, who include facilitating policy makers and facilitating researchers
- The processes of facilitation include tasks related to complexity, conflict resolution, construction of a shared vision, learning, negotiation and ideological debate. The overall purpose is to facilitate the process of transforming the ideas into action.
- A number of texts and documents have been produced to show how these concepts have been implemented in specific processes

Methodology of the Think Tank processes

ARTD is based on co-creation processes. The nature of these processes is shown in Figure 1.

1. Figure. The co-generative model of action research for territorial development



Source: Karlsen and Larrea, 2014².

Based on this model, the process includes a number of steps:

- First step.* Open the space for dialogue between political stakeholders and the researchers who will participate in the process
- Second step.* Define the shared problem. This problem may be defined at the beginning of the process by those who have decided to undertake the process. However, it is important that the problem be discussed again among all those involved in the process

² Karlsen, J. and Larrea, M. (2014). Territorial Development and Action Research. Innovation through dialogue. Farnham: Gower.

to ensure that it is meaningful for all those involved and that there is a willingness to collaborate to solve the problem.

- *Step 3.* Highlight/capitalise on the complexity of the territory and building a shared narrative. Territorial complexity exists in a process if there are autonomous but mutually influencing (interdependent) actors in the area of the problem. In complex situations these actors may have different perspective of the problem and possible solutions, but none has the hierarchical authority to decide what the others should do. Most territorial development processes, and consequently policy development, tend to be complex and require the participation of different stakeholders from the ecosystem.
- *Step 4.* Understand the different interpretations of the problem, develop a shared vision and encourage reflection to build sufficient consensus on what actions can be implemented at any given time.
- *Step 5.* Develop negotiation processes on the topics addressed in the decision-making reflection and decide.
- *Step 6.* Translate decisions into action. This is followed by a process of reflection on the action, to determine to what extent the action has solved the problem and to reach consensus on what problem needs to be addressed in the new scenario.

Laying the groundwork for launch of the deliberation groups (January - May 2020)

During the period September – December 2019 the foundations of the Think Tank were established (philosophy, mission, governance, methodological framework and methodology of the Think Tank processes, strategies for creating and using types of knowledge), as described in Research diary No. 0.

Once the basis for deliberation had been established, between January and May 2020:

- Four priority areas were established to initiate the knowledge co-generation processes in the Think Tank. For this purpose, four which four deliberation groups were to be created: 1) The new political culture and collaborative governance (which should transversally enrich all other processes of knowledge co-generation) 2) The welfare system of the future 3) The work of the future 4) The green recovery
- Two groups were formed to lead the think tank's activities: a political leadership group and a coordination group. Both were comprised of policy makers and the principal investigator from the Think Tank. In addition, a technical secretariat for the project was also created within the Provincial Government.
- Based on the principles established in the previous phase, these groups defined aspects which would be common to all the Think Tank's deliberation groups and others that were specific to each one:
 - General working dynamics of the deliberation groups:
 - One-year cycles with monthly meetings. All groups would have an initial one-year cycle, with monthly two-hour meetings
 - Meetings combining group reflection dynamics with presentations by expert guests (to bring in different types of knowledge)
 - After the meetings, participants would be asked to assess the meeting, in order to encourage ongoing assessment and construction of the process.

- At the end of the first cycle of deliberation, an assessment would be made of each group, in order to evaluate whether it should continue and if so, to adapt the second cycle.
- Process documents. In order to promote research and ensure internal and external transparency of the think tank's activities, it was decided that different types of documents would be created and made available on the Think Tank's website, for which purposes a library would be created. These documents would include: (<https://www.gipuzkoa.eus/es/web/etorkizunaeraikiz/escuchar/think-tank>):
 - Reports of the monthly meetings of the deliberation groups
 - Working papers synthesizing the reflections of the participants
 - Communication-oriented documents produced by participants
 - The research diary, with evidence from the deliberation process that could be used in academic publications
 - List of participants
 - Reports and books by experts in the field that have been used as inputs for reflection
- Definition of the leaders, participants and specific objectives of the deliberation groups. For each of the deliberation groups, each Department responsible for the groups defined and established:
 - the list of people who would be invited to each of the Think Tank groups (relevant stakeholders from the ecosystem).
 - the specific aim of the group and the theme focuses to be worked on.
 - Team and work dynamics to facilitate the process, with the tasks and responsibilities of each member of the team responsible for facilitating the groups. The lead researcher of the Think Tank would be responsible for general facilitation of all groups and specific facilitation in the case of two of them (New Political Culture and The Work of the Future), while two of the groups (Green Recovery and Futures of the Welfare State) would be facilitated by facilitators who work with the departments responsible.

Deliberation process on the Futures of the Welfare State. Cycle I

One of the four deliberation groups into which the Think Tank was structured in 2020 was the group on the Futures of the Welfare State. As stated in *Working Paper #0* (more details below), the purpose of this group is to "promote experimental approaches to social policy in order to facilitate the transition to a new welfare state" and its overall objective is to "collaborate in the design, learning and evaluation of transitional social policies".

The group's deliberation process began with a group of 30 people, consisting of representatives from Third Sector organisations, companies, technology centres, research groups and technical and social policy makers linked to four core areas — care for dependency and disability; protection of children and teenagers; promotion of social inclusion; and care for victims of sexist violence (the areas of competence of the Provincial Government of Gipuzkoa's Department of Social Policies)— and three people from the facilitation team (the list of participants can be found in the group's virtual library on the Etorikizuna Eraikiz website <https://www.gipuzkoa.eus/en/web/etorkizunaeraikiz/biblioteca-el-sistema-de-cuidados-del-futuro>).

The team responsible for this Think Tank group is as follows. The Deputy (Provincial Minister) of Social Policies of the Provincial Government of Gipuzkoa is the head of the group, and the General Director of Planning, Investments and Economic Benefits at the Department of Social Policies is the operative head. Facilitation is provided by a process facilitator, working in collaboration with the researcher facilitating the overall Think Tank process. The two are also in charge of preparing the working documents of the process. A member of the facilitation team writes up the meeting reports (as agreed by the group at the first meeting, in the interventions, the specific names of members are replaced with codes). These are translated and posted on the website by the Technical Secretariat, which is also responsible for logistical preparation of the meetings. A person from the Department of Social Policy is responsible for sending invitations to the meetings and the associated documentation (reports, questionnaires) to the members of the group.

The framework and working proposal for the first cycle (2020-2021) for this group, established by May 2020 (see previous section), is contained in Working Document #0. This document contains the initial diagnosis establishing the rationale for Etorkizuna Eraikiz Think Tank, the framework for the deliberative process and the cogeneration of new knowledge, the working methodology and the theme focuses for cogenerating knowledge in the Think Tank; and the characteristics and objective of the deliberation group on the new futures of the welfare state, adaptations to the methodology for the group, possible working theme focuses, the structure of the first cycle of deliberation from June 2020 to May 2021 and the working dynamics with the periodicity of the meetings. This proposal was shared and agreed upon by the participants in the group at the group's first meeting held on 25 June 2020.

May - July 2020: Launch of the group, establishment of the "game rules" of the process and deliberation focusing on the impact of the Covid-19 crisis (Central Theme I)

The deliberation group began work on 25 May 2020. As the team responsible for the Think Tank explained at the launch meeting, although not initially planned, the exceptional situation caused by the Covid-19 pandemic (which began in March) made it necessary for the group to address the issue of Covid-19 and its impact on social policies. For this reason, the initial sessions focused on this theme, in addition to sharing and establishing the *raison d'être*, objectives and proposed functioning of the deliberation group.

Details of the work carried out in the first two meetings, held in June and July 2020, are given below.

25.05.2020. Meeting 1. Presentation of and agreement on the work proposal and beginning of reflection on Theme 1: lessons learned and recommendations for action in the face of Covid-19

The deliberation group held its kick-off meeting on 25 June 2020, in a two-hour workshop. For the content of this meeting, see *Report #1*.

Two blocks were addressed during the meeting:

- 1) *Dialogues about the process: logic, objectives and functioning of the deliberative group*

The teams responsible for the Think Tank and for this deliberation group presented the proposal for group work (set out in *Working Document #0*), which was shared with the participants. The proposal explained:

- the reason why a Think Tank is needed and its role in the Etorkizuna Eraikiz initiative
- framework of the theme area of work to be addressed by the group (the transition of social policies)
- the specific objective of the group, the reason for the make-up of the group, and the structure (schedule of meeting and phases) of the first cycle of deliberations
- the proposed methodology for the Think Tank, action research: what it is, how it will work and what documents will be produced in the process (a summary of the Action Research proposal can be found in Document #0 with more extensive information in "A methodological approach to transformation" which is included in *Meeting Report #1*)

After the presentation of the proposal, the participants had an opportunity to share their views on the proposed process.

In addition, it was explained that the thematic proposal for the group included two central themes or axes. The meaning and objective of the deliberation group centres on the main axis (Axis II, the long-term work axis), which deals with the futures of the welfare state. However, a new axis (Axis I, short-term work axis) was included in the agenda in response to the crisis arising from the Covid-19 pandemic.

2) *Deliberation on Theme Axis I: Covid-19 and its consequences for social services and public policies*

The discussion at the first meeting of the group focused on Axis 1. For this purpose:

- *Contextualization.* The topic was put into context, with the presentation of *Working Paper #1: Notes on different Covid scenarios*, which set out different possible future epidemiological scenarios of Covid-19 over the following months.
- *Group reflection: lessons and how to act.* A group reflection was held on the lessons learned about Covid-19, how it has affected Gipuzkoa and how to act with regard to possible scenarios.

The results of the group reflection were then incorporated into "*Report No. 1. Recommendations for coping with the Covid-19 crisis in Gipuzkoan society*"

After the meeting

To continue with the reflection initiated in Axis I and in order to continue deliberating on the same axis at the next meeting, after the session, and before the next meeting:

- *Collection of participants' views via a questionnaire.* Because the objectives of the dynamic were only partially fulfilled in the group reflection of the first meeting (25-06-2020)—given that few contributions were received on possible actions to be taken in the face of the different Covid-19 scenarios (explained in the *Working Document #2*)— a questionnaire was emailed to participants to gather their contributions. The participants' contributions and the results of the group reflection at the meeting of 25/06 were set out in the "Report on the impact of the COVID-19 crisis on Gipuzkoa society".
- *Preparation of a report on "Social protection policies during the Covid-19 pandemic. International trends and best practice".* In the group reflection, the importance was raised of having a report on how other countries were reacting to the pandemic to allow proper

reflection on this issue. A member of the discussion group from the Provincial Government therefore prepared this report and presented it at the next meeting.

A summary of both documents can be found in *Working Paper #2: Current context and immediate future: The challenges of Covid-19*.

23.07.2020. Meeting 2. Expanding on aspects related to the "game rules" and prioritization of actions to respond to the impact of the Covid-19 Crisis (Axis I)

The second meeting of the deliberation group was held on 23 July 2020. This workshop continued the reflection begun at the previous meeting (and continued later via email interaction with participants) on the impact of Covid-19 (Axis I). In addition, certain aspects related to the "game rules" of the deliberative process were clarified. The content of the meeting can be found in *Report #2*.

1) *Expanding on aspects of the deliberative process: updated agenda, narrative of the process and role of documents and experts in the process*

Various people from the team responsible for this Think Tank process reported on aspects related to the deliberation process:

- *Working agenda*. An updated agenda of the different phases for the deliberation cycle to be worked on in the monthly sessions until May 2021 was presented (close reflection on Axis 1, establish a framework for experimentation of the process, co-design the deliberation agenda, deliberate on the axes, evaluation and reflection on the process). This is set out below and forms the structure of subsequent sections in this document, given that —with some differences in dates— the work of the group was structured in these phases.

DATES	OBJECTIVE
23/07/2020	Conclude reflection on Covid-19
24/09/2020	Establish the framework of experimentation for the process
29/10/2020	Co-design the agenda for deliberation on the future of the welfare state that will enable advances in experimentation
November 2020 – April 2021	Deliberate on the axes agreed in the agenda and steer this deliberation towards experimentation
April 2021	Evaluation and reflection on continuity of the process

- *Account of the process and the documents produced in the process*. Participants were told how the contributions made by them in the previous meeting and in the questionnaire sent out afterwards had been compiled, and the function of the *working documents* that will be prepared during the process, which seek to summarize the development of the process.

- *The role of experts in the process*. It was explained that external experts would join the deliberative process and would participate by giving presentations at the group's meetings, in order to help them reflect on the issues they would be working on. Possible experts were proposed for the next meeting and participants were invited to make their own proposals of persons of interest.

2) *Deliberation on the impact of Covid-19 in Gipuzkoa (Axis I): lessons learned, recommendations, international practices and prioritization of actions to be implemented in the short term*

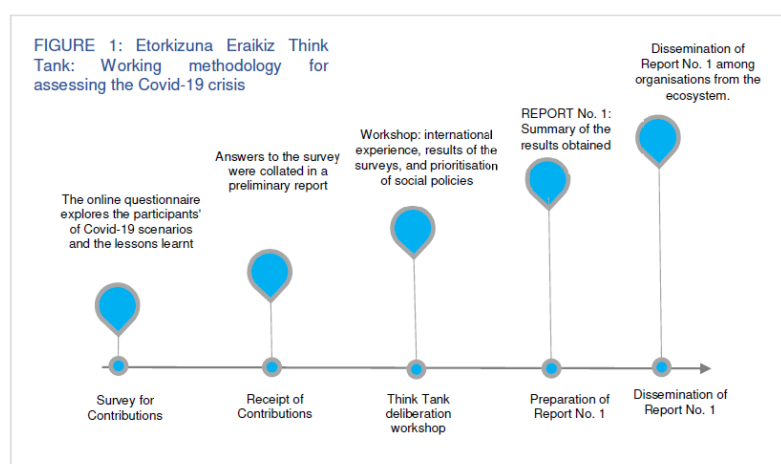
The group focused its deliberations on Theme Axis I, continuing with the reflection initiated at the first meeting. For this purpose:

- *Benchmarking presentation.* The results of the report "Social protection policies during the Covid-19 pandemic. International trends and good practices", drawn up by one of the members of the group, were presented.
- *Summary of participants' views.* The results of the contributions from the participants in the group on lessons learned about Covid-19 were presented (systematization of contributions from the meeting of 25/06 and answers to the questionnaire sent out prior to the meeting)
- *Group dynamic: prioritization of actions.* The group conducted a group work dynamic to prioritize three actions that should be implemented in the short term (next 6 months), selecting them from the recommendations and actions proposed by the participants before the session.

The results of the deliberation exercise can be found in *Report No. 1*. Recommendations for coping with the Covid-19 crisis in Gipuzkoan society.

After the meeting

The results of the dynamic of the action prioritisation exercise conducted at the meeting of 23 July are included as "policy priorities" in "*Report No. 1. Recommendations for coping with the COVID-19 crisis in Gipuzkoan society*", drawn up by the team responsible for the deliberation group, with the contents addressed by the group with regard to this theme axis. It includes the lessons learned; international practices on social protection during the pandemic; long- and short-term strategies and policy priorities. The process of drawing up this report is illustrated in the figure below, taken from the Report, which is available on the Etorkizuna Eraikiz website.



September 2020. Establishment of the experimentation framework for the process and co-design of the deliberation agenda for experimentation

Following the proposal for the group's work phases in Cycle I, in September the group began to centre on the main focus of its purpose as a group: deliberation and experimentation on transitional social policies. It started by framing the problem and co-designing the deliberation agenda for the following meetings by defining the central axes of the challenge to be addressed.

24.09.2020. Meeting 3. Closure of reflection on Covid-19 (Axis I) and establishment of the methodology and axes (central themes) for deliberation on the futures of the welfare state (Axis II)

The third meeting of the group was held on 24 September 2020. Methodological aspects of the deliberation process itself were discussed; The deliberation on Theme Axis I, which had been the focus of the group's work to date, was brought to a close; and the work focused on deliberation on Axis II (the futures of the welfare state), the Think Tank group's main focus of deliberation and experimentation. For the content of this meeting, see *Report #3*.

a) Close of deliberation on Covid-19 and its consequences on social services and public policies: Report No. 1

The team responsible for the Think Tank group told participants that *Report No. 1* had been drawn up as a result of the work carried out in the group so far, and that an impact report on social policies in times of Covid-19 in Gipuzkoa had also been commissioned to an external group. This would be shared with the group once completed.

It was also proposed that in all sessions there should be a part dedicated to reflection on the impact of Covid-19 and implementation of the recommendations.

b) The Futures of the Welfare State: framework of the problem, experiences, and axes for deliberation (co-design of the agenda)

To begin the deliberation on this area, a proposal was put forward on the working methodology; the framework of experimentation on the problem to be addressed was established by contextualizing the issue (new approach to social policies and the care model as a foundation), and by presenting different approaches and experiences to facilitate reflection on the problem (a new care model); and a group dynamic was conducted to establish an agenda of social policies for the future, on which the Department of Social Policies of the Provincial Government would later propose a specific work agenda for the period to May 2021.

- *Methodology for the experimentation and deliberation process.* The team responsible for the Think Tank proposed a working methodology consisting of defining the problem (how to develop a new model of care and attention), co-defining an agenda (What are the fields/areas in which experimentation should take place?), experimenting, defining which experimental projects can drive the agenda, and seeking the involvement of the Think Tank members in this agenda.

- *Contextualization of the framework and approaches and experiences for reflection on the challenge.* The team responsible for the Think Tank prepared a contextualization document, *Working Paper No. 3: The Move to Experimentation in Social Policies*, which sets the context for reflection (ageing and long-term care, and the emergence of the ecosystem approach) and a proposal for structuring the relationship between experimentation and social policies, as well as the questions to be considered. This document was shared with participants some days before the meeting, and the core elements (person-centred care model, localized care ecosystems, and paradigm of social experimentation and evidence-based policies) were presented at the meeting, as a general framework for the challenge to be addressed.

A guest expert (Mayte Sancho) also gave a *presentation*, sharing her reflections on the future of the new long-term care model.

Finally, two members of the group gave presentations on experimental projects that are already being carried out in this field, to serve as examples.

- *Group dynamics to define the axes of debate for the deliberation agenda.* After the presentations, a dynamic was conducted in working groups to reflect on the possibility of applying the person-centred care model in other areas of social policies, and to make a proposal on axes of debate for the group's deliberation agenda for the next sessions (from October 2020 to May 2021).

After the meeting

The team responsible for the Think Tank made a proposal for a work agenda, based on the axes for deliberation proposed by the group at the meeting of 24 September. Both (results of the group exercise and the proposed agenda of session topics) were set out in *Working Paper #4. Emerging Agenda*, which was then shared with participants.

DATE	THEME:
26 November	People at the centre: Personalisation, rights and quality of life
14 December	From the centre to the home: how to de-institutionalise the centres and how to provide sufficient support at home
28 January	Uncomplicating matters: territorial organisation, structure of powers and inter-institutional coordination
25 February	Collaborative governance: building ecosystems (Third Sector, companies, universities and institutions and connected and participating users)
25 March	Sustainability of the System (benchmarking): trends and experiences
29 April	The Digital Platform (ecosystems) and digital transformation (organisations)
27 May	Models for managing and evaluating person-centred care and assistance
15 June	White Paper. The Futures of Social Policies

October 2020 – May 2021. Deliberation on the axes of the challenge, preliminary changes, and constitution of the working group on PCC

The period from October to May, following the established agenda of work phases, focused on deliberation on the challenge addressed, working on different axes of the challenge previously agreed by the group: personalization, inter-agency coordination, collaborative governance, system sustainability and digital transition. A working group on person-centred care was also set up during this period to examine in greater depth aspects identified by the deliberation group when dealing with the subject. Progress was made in the development and planning of a White Paper to include the lessons learnt by the group, and a proposal for a care evaluation network was modelled.

Person- Centred Care

The first two meetings of this phase, focusing on the framework of experimentation and central deliberation, were held in November (26/11/2020) and December (14/12/2020). During this time they mostly discussed the theme of person-centred care, both in services (November session) and at home (December session). The work carried out in these sessions would later lead to the formation of a working group on personalisation to address key aspects identified in these sessions.

Before the next meeting

Once the working agenda for the sessions had been established (co-designed at the meeting of 29 September 2020), and to start the deliberation on one of the consensual axes to be addressed at the November meeting, the team responsible for the Think Tank sent participants a questionnaire to gather their views on the topic to be discussed, Person-Centred Care (PCC). Specifically, the questionnaire asked the following questions: (1) What does personalisation

mean in different sectors? (2) What resources are required? (3) What impact does personalization have in different sectors? The participants' answers were systematised and presented at the meeting, as one of the ingredients of and for deliberation.

26.11.2020. Meeting 4. External analysis of the impact of Covid-19, proposed agenda for deliberation and person-centred care

The fourth meeting of the group was held on 26 November 2020, this time online (due to the Covid-19 pandemic situation). At the meeting, the agenda for deliberation to May 2021 was presented and it was announced that a White Paper would be drafted to structure the work conducted by the group. An external study on the impact of Covid-19 was also presented and deliberations on Person-Centred Care began. For the content of this meeting, see *Report #4*.

a) Dialogues about the process: work agenda and proposal for the drafting of a White Paper as an output of the deliberation process

The political head of the group presented the proposed agenda for deliberation to May 2021 (set out in *Working Document #4*) which was prepared based on the contributions made by the participants at the previous meeting.

DATE	THEME:
26 November	People at the centre: Personalisation, rights and quality of life
14 December	From the centre to the home: how to de-institutionalise the centres and how to provide sufficient support at home
28 January	Uncomplicating matters: territorial organisation, structure of powers and inter-institutional coordination
25 February	Collaborative governance: building ecosystems (Third Sector, companies, universities and institutions and connected and participating users)
25 March	Sustainability of the System (benchmarking): trends and experiences
29 April	The Digital Platform (ecosystems) and digital transformation (organisations)
27 May	Models for managing and evaluating person-centred care and assistance
15 June	White Paper. The Futures of Social Policies

She also announced the Provincial Government's intention to draw up a White Paper on the future of the welfare state, which will set out the results of the group's deliberation process.

b) The impact of Covid-19 in Gipuzkoa (Theme Axis I)

Although the deliberation process on the impact of Covid-19 concluded at the meeting of 24 September, during the November meeting a space of time was devoted to sharing the principal contents of an impact study commissioned externally by the Provincial Government, as announced at the September meeting, on the impacts of Covid-19 in Gipuzkoa in the field of social policies. The aim of the report —entitled "Gipuzkoa in a time of Covid-19" (summary in Appendix C of *Report #4*)— was to make an analysis to understand the Covid-19 crisis in Gipuzkoa, in terms of management, impact and lessons learned, and to offer recommendations, which were presented at the meeting.

c) The Person-Centred Care (PCC) Model: what it is, implications, resources, impacts and prioritisation of actions to promote a PCC model in Gipuzkoa

The main part of the meeting focused on deliberation on PCC. The theme was addressed through: contextualization of the topic and contributions for reflection with an expert presentation; presentation of a summary of the participants' individual views on the topic, taken from the questionnaire previously sent out; and a group reflection dynamic to prioritize actions for promoting a PCC model in Gipuzkoa (which would later lead to *Working Document #5*).

- *Expert presentation.* A guest expert (Teresa Rodriguez) gave a presentation on the PCC model, including conceptual aspects and clarifications on the term and challenges for its application.
- *Presentation of participants' views on PCC.* A person from the team responsible for the Think Tank presented the results of the questionnaire previously sent to participants, which sets out their vision on what it means to personalize, what resources are needed, and what impact it has on different sectors.
- *Group dynamics to prioritise actions to promote a PCC model in Gipuzkoa.* The deliberation group, divided into smaller groups, conducted a group dynamic to propose and prioritise three social policy actions that could be implemented in 2021-2022 to promote a PCC model in the social services network of Gipuzkoa. The results were later compiled in *Working Paper #5*. The group also agreed to continue exploring this issue at the next meeting and to leave aside the discussion on Covid-19.

After the meeting

The content worked on with regard to PCC —with the participants' views, gathered via the questionnaire, and the action prioritization made in the group dynamics of the meeting of 26 November— was compiled in *Working Document #5. What is meant by personalisation in the PCC model?* This document includes: what is meant by personalization, what resources are needed to personalize care, the impact personalization has on care, and what actions can be implemented to drive service personalization.

In addition, this document was shared with the expert speaker at the meeting (Teresa Rodriguez), who gave feedback on it in the *Report on the results of the workshop; what is meant by personalization in the PCC model?* (this feedback was shared with the participants at the next meeting and is included in Appendix B of *Report #6*).

14.12.2020. Meeting 5. Person-centred care at home: further exploration and definition of proposed actions

The fifth meeting, held on 14 December 2020, focused on the theme of co-creation begun at the previous session: person-centred care. Whereas the discussion at the previous meeting focused on personalization in an institutional setting, the focus at this meeting was on home-based care. The session also discussed certain aspects related to the deliberation process itself. For the content of this meeting, see *Report #5*.

a) *Dialogues about the process: Changes in dynamics and participation of external experts in the group dynamics*

The team responsible for the Think Tank reported on two changes for the day's session with respect to the planned agenda and the usual work dynamics, both resulting from suggestions made by the participants. Although it had initially been agreed (at the 24 September meeting) that there would be a space at all meetings for reflection centring on the Covid-19 pandemic, it was finally decided to drop this axis. At the same time, it was decided to change the working dynamics slightly, so that guest speakers could give feedback on the group's reflections - i.e. that they should participate in the group reflection after their presentation (this change was made based on a suggestion made in the evaluations of the previous session).

b) *Person-centred care at home: definition of proposed actions.*

The discussion focused on person-centred care at home. For this purpose, the head of the group presented the main results of the previous session, which establishes what work the group should carry out to address the issue of PCC. In addition, the views of the expert from the previous meeting on the group's working document on PCC were shared (*Document #5*). A guest expert offered his view of home care, helping to bring some context this dimension of the challenge to be addressed at the meeting. Finally, a group work dynamic was carried out to define and prioritize actions or policies for implementing personalized home care.

- *Conclusions of the previous session: defining the work to be done on PCC.* The head of the group presented the main results of the previous session, and proposed lines of work that the group should address based on these contributions:

- o Define a common conceptual framework of PCC model for all areas of social policy. The model must include a system of internationally validated indicators
- o Map good practices and existing experiences in Gipuzkoa and evaluate their degree of success, difficulty and innovations based on the PCC Model
- o Define a working methodology to reach consensus on the right conceptual model based on territorial and international evidence (Gipuzkoa model)

In addition, the facilitator of the group presented the main points of the feedback from the expert speaker at the previous meeting on *Document #5*, made with the contributions of the group on Person-Centred Care Models. All of this would later form part of the context for further deliberation.

- *Expert presentation: home care.* A guest expert (Alfonso Lara) gave a presentation on home care, offering reflections and insight on trends in the field of care and current challenges associated with the way care is viewed, the role of the European Union and the situation of the issue elsewhere in Europe, the challenge of defining a new model of care based on quality, aspects related to home care (arguments, what it means, criteria, etc.) and the paradigm shift needed for home care policies and programmes.

- *Group dynamics to define and prioritize actions or policies for the implementation of personalized home care.* The group divided into subgroups to conduct a group reflection, centring on the question "What three actions or types of policies could we implement for personalized home care?". At the end, the expert speaker gave his view on the participants' contributions which were shared in the full group. The results were collected for inclusion in the White Paper.

Inter-institutional Coordination and Think Tank Agenda 2021

The next topic addressed by the focus group was coordination between territories/provinces and institutions to create care ecosystems. The meeting of 28 January 2021 was dedicated to this theme, and the agenda of activities for 2021 for the Think Tank was also presented.

Before the next meeting

To begin the deliberation on the next scheduled topic, inter-institutional coordination for care ecosystems, and to collect the views of the participants, a questionnaire was sent out asking about the characteristics of a care model in Gipuzkoa, and the institutional competences and coordination mechanisms required to promote such characteristics. Specifically, the following questions were raised: What would be the three central characteristics of a new model of care and attention in the province of Gipuzkoa? What institutional competencies would be required to advance these three core features of the new care model? What would be the appropriate

institutional coordination mechanisms to promote these three central features of the new care model? The results of the questionnaire were systematized in Document #6. *The territorial transition: Territorial organisation, structure of powers and inter-institutional coordination.*

The Department of Social Policies, which at the time was preparing the bases for a call for social innovation grants, emailed the draft programme to participants, asking them for their feedback.

28.01.2021. Meeting 6. Proposals for actions to improve coordination to create care ecosystems and Think Tank Agenda 2021

The meeting of 28 January 2021 addressed aspects related to the deliberation process (members, agenda of activities) and the deliberation focused on the issue of coordination between territories and institutions to create care ecosystems. For the content of this meeting, see Report #6

a) *Dialogues on the deliberative process: Agenda 2021, members, group's influence on programs*

The head of the Think Tank group shared relevant information about the activity, composition and results of the group:

- *Agenda for 2021.* A proposal was made for the Think Tank's 2021 agenda, which includes: 1) Drafting of a white paper on the futures of the welfare state; 2) A pilot project, based on the Think Tank's new approach to PCC, including the tasks previously defined by the group (developing a conceptual model, mapping best practice, and the model of evaluation); 3) Internal awareness-raising workshops in the Department of Social Policies; 4) Adding the recommendations of the Think Tank in the grants for social innovation projects; and 5) organisation of a panel on the subject at a congress; 6) participation in the Gipuzkoa 2030 Agenda. Social policies of transition.

- *Group composition: new members.* The team in charge proposed adding new members (from the universities and the Basque Government) and invited participants to suggest new additions.

- *Change in a programme as a result of the Think Tank.* The Deputy (provincial minister) informed participants that they had made changes to the rules of the call for grants which the Department discussed with participants prior to the meeting (as above). In her words: ""Having seen the importance you place on it, we have changed the score in the rules we are working on, based on your criteria" (excerpt from Report #6).

b) *Territorial transition: territorial organisation, structure of powers and inter-institutional coordination. Proposals for improved coordination*

The theme of the meeting was coordination between institutions and territories. The participants had already given their initial views on the issue via the questionnaire. The meeting kicked off with a presentation by a guest expert that helped to put the topic in context and offer several items for reflection. A group dynamic was then conducted to establish proposals to improve inter-institutional coordination:

- *Expert presentation: territorial organisation, structure of powers and inter-institutional coordination.* A guest expert (Manuel Aguilar) contextualized the topic with a presentation addressing issues related to centralization and decentralization and the different European models in social services, scaling and coordination in multilevel governance systems,

mechanisms for effective scaling, intersectoral coordination, and initiatives of interest elsewhere.

- *Group work dynamics: proposals for improved coordination.* The group, divided into subgroups, made a series of proposals for action to improve coordination, discussing and answering the question "What might be three proposals for improving coordination between territories, to create ecosystems?". In addition, the speaker, following the dynamic begun at the previous session (in which external guests participate in the subsequent group reflections), gave his view on the participants' reflections. The results of the dynamics were compiled for later inclusion in the White Paper.

Collaborative governance, Sustainability of social policies, evaluation agency, and creation of a working group on person-centred care and an evaluation agency

The group's meetings in February and March 2021 discussed two of the items on the agenda: how to promote collaborative governance in social policies, and the sustainability of social services and their financing. In addition, during this period new members joined the group, a working group on PCC was set up to respond to the need for action identified at the October and November meetings on the subject; the intention to promote a care assessment network was announced and information was given on another of the proposals made earlier, the civil dialogue panel.

Prior to the meeting of 25/02

To start working on the issue of collaborative governance, before the meeting at which the issue was to be discussed, participants were sent a questionnaire on "How to promote collaborative governance in social policies" in which they had to answer questions on 1) Conditions: What do you think are the conditions that facilitate or hinder collaborative governance for the development of social policies in the province of Gipuzkoa?; 2) Tools: What do you think are most suitable tools/instruments for developing collaborative governance for the development of social policies in the province of Gipuzkoa? (tools/instruments such as networks, forums, dialogue panels, clusters, etc.); 3.- Impacts: What impacts, positive and negative, can be expected from collaborative governance for the development of social policies in Gipuzkoa? The answers are systemised in *Working Document #7* and were shared at the February meeting.

25.02.2021. Meeting 7. How to promote collaborative governance in social policies, incorporation of new members, decision to create a PCC working group and progress at the civil dialogue panel

The sixth meeting of the deliberation group was held on 25 February 2021. The group's deliberations at the meeting focused on collaborative governance. Several new members joined the group, and a relevant aspect of the deliberation process was discussed: the decision to create a PCC working group based on a proposal from the Think Tank to further extent the work begun by the deliberation group. In addition, information was provided on the progress of another proposal for a civil dialogue panel. For the content of this meeting, see Report #7.

a) *Dialogues on the deliberative process: incorporation of new members, decision PCC working group and progress of civil dialogue panel*

The team responsible for the Think Tank announced (as proposed at the previous meeting) that four new people were joining in the group: a representative of the Basque Government, a person from a social inclusion company, and two representatives from two universities.

In addition, the steering team echoed two proposals made by the group at the early meetings focusing on the impact of Covid-19 (and compiled in *the Report #1*), and in the work developed by the group in relation to person-centred care:

- *PCC Working Group.* The head of the Social Policy Department (and of this focus group) reported that the Department endorsed the proposal made by the focus group on the need to explore the PCC model for social policy as a whole and to create a working group for this purpose. This would be an experimental group made up of people from the Think Tank (check comma),
- *Progress in the Civil Dialogue Panel.* She also echoed a proposal on the creation of a civil dialogue panel to discuss the design, development and evaluation of social policies, which was already being worked on before the Think Tank but was proposed by the Think Tank during its first meetings. She reported on progress towards its implementation through a provincial regulation and her intention to develop it collaboratively.

b) *Collaborative governance: how to foster collaborative governance for local care ecosystems, and considerations for integrating different areas of expertise and leaderships*

The discussion focused on collaborative governance. Two experts (members of the group) shared their reflections, learning and experiences in relation to the topic. In addition, participants had already considered and contributed their views via the questionnaire on collaborative governance filled out prior to the meeting, the main results of which were also shared at the meeting. Finally, the group discussed leadership and knowledge in collaborative governance.

- *Vision of the participants: levers of collaborative governance in Gipuzkoa.* The team facilitator shared some of the answers to the questionnaire on collaborative governance previously sent out to the participants (compiled in *Working Document #7*), focusing specifically on the levers for promoting collaborative governance for the promotion of local care ecosystems in Gipuzkoa.
- *Presentation on collaborative governance, keys and examples.* Two experts (both group members) gave a presentation on collaborative governance, first sharing and clarifying some elements about the concept, and keys to collaborative governance; and then, practical examples from Gipuzkoa in the field of social policies, and lessons learned from these cases.
- *Group dynamic: reflections and proposals on combining knowledge and leadership in collaborative governance.* The group divided into subgroups and deliberated on two issues that the facilitator proposed as possible tensions that emerge in collaborative governance: the asymmetry between knowledge and the tension between global and local leadership. Once the context of the problem had been given, the groups discussed the importance of expert and non-expert knowledge in local ecosystems: 1) by answering the question 'What level of knowledge is important (in local ecosystems), expert or non-expert knowledge?'; and 2) by proposing three tools for combining leadership and knowledge.

The results of the deliberation on collaborative governance (the results of the questionnaire and the results of the workshop reflection on knowledge and leadership) were written up in *Working Paper #7*.

Before the next meeting

To start working on the next topic of deliberation, the sustainability of social policies, a questionnaire was sent to participants on "how to improve the financing of social services and ensure their sustainability". The questionnaire included three questions to determine the group's views on 1) the reasons for the increase in spending on social services over the last 20 years; 2) strengths and weaknesses in our social services model from the point of view of expenditure; and 3) priority areas for funding social innovation policies to drive the transition to a new model of sustainable care. The answers were systematised and written up in *Working Paper #8*.

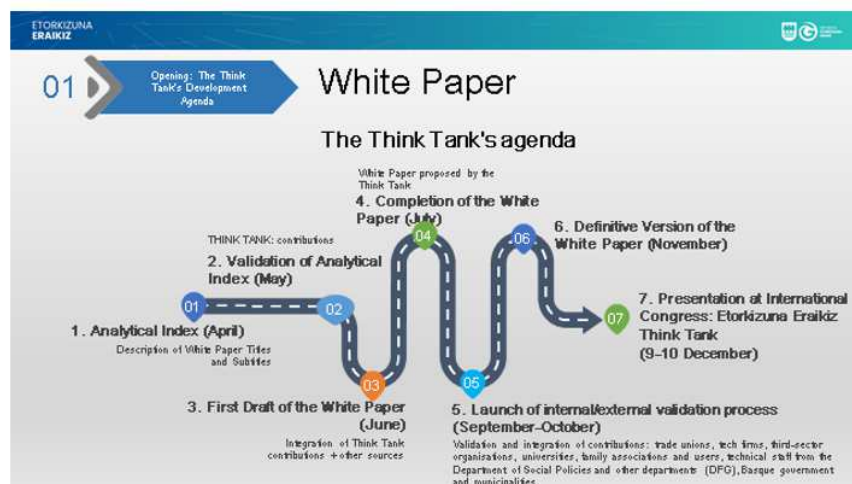
24.03.2021. Meeting 8. Sustainability of social policies, formation of PCC group, White Paper timetable and promotion of an evaluation network

The eighth meeting of the deliberative process was held on 24 March 2021 and is set out in *Report #8*. The theme of the discussion was the sustainability of social policies. In addition, relevant aspects related to the deliberation process itself and its results were discussed: the constitution of the working group on PCC, planning for the preparation of the White Paper that would set out the lessons learned by the group, and modelling of another proposal that emerged from the group to promote policy evaluation, namely an evaluation agency.

a) Dialogues on the deliberative process: formation of PCC group, planning of the White Paper and promotion of evaluation agency

The team responsible for the Think Tank reported on three actions emerging from the work of the Think Tank's deliberation group:

- *Constitution of the PCC working group.* As mentioned in the previous meeting, a working group was set up in March to explore whether the PCC model can be implemented in all social policies. The person in charge of the deliberation group reported on the formation of the group, as well as giving information about its members and work plan to June 2021.
- *White Paper Timeline.* The steering team also reported on the process of drawing up the White Paper —which will set out the work carried out by the deliberation group— giving details on the various steps and key dates before its final official presentation in December 2021. The planning process is shown in the figure below.



- *Promotion of the creation of an evaluation agency.* The head of the group, responding to another of the proposals made during the first sessions of the Think Tank to further extend evaluation of social policies, reported that it was planned to promote an evaluation agency or network, with the aim of designing and developing a networked evaluation model too include a range of organizations, institutions, sectors and users. She also announced that, over the next period, the Think Tank would act as an evaluation node, thus playing a key role in this networked evaluation model.

b) Sustainability of Social Policies: defining priority investment areas

At this meeting, the discussion on the futures of the welfare state centred on the sustainability of social policies. To this end, an expert (a group member from the Provincial Government) gave a presentation on the financing of social policies in the Basque Country. In addition, based on the answers to the questionnaires that the participants had filled out before the meeting on how to improve financing (compiled in *Document #8*), the group carried out a dynamic to determine strategic areas of investment for the sustainability of social services.

- *Paper on Expenditure, financing and sustainability of social services in the Basque Country.* An expert (a group member from the Provincial Government), gave a presentation that included general information on trends and make-up of spending on social services in the Basque Country, with particular attention on spending linked to ageing; an analysis of the financing tools and options of social services, based on the experience of other countries; and reflections on the concept of sustainability and its application in the field of social services.

- *Group dynamic: definition of strategic areas of public-private investment for the sustainability of social services.* The group divided into subgroups and conducted a group reflection to answer the question "What are the three strategic areas of public-private investment for the sustainability of social services?". To this end, the facilitator presented the priorities for financing social policies identified by the participants in the questionnaires. The results of this group reflection were later included in the White Paper.

Digitalisation of the third sector, design of futures and evaluation of the first cycle of the Think Tank

During April and May we continued to deliberate on the challenge of the futures of the welfare state, focusing on digitalization of the third sector, and conducting a reflection and exercise on the probable and preferable futures and the actions required to achieve them. In addition, we defined the table of contents of the White Paper to be produced as an output of the focus group and performed an evaluation of the Think Tank to assess its work and design the next cycle (this evaluation is described in greater detail in the last section).

Before the next meeting

For the deliberation on the next topic, the digital transition of the third sector, and following the usual work dynamics, a questionnaire was sent to participants. The questionnaire asked participants to give their views on: 1. What are the advantages and disadvantages of digitalising care and attention in Gipuzkoa?; 2. What are the main dimensions that should be included in a digitalisation strategy for the Third Sector?; and 3. What are the main dimensions that digital platforms should have to connect organizations, services and users? The participants' responses were systematized in *Working Paper #9- Digital Platforms (ecosystems) and Digital Transition (organizations)*

29.04.2021. Meeting 9. Table of contents of the White Paper, and Actions to drive the digital transition in the third sector

The ninth meeting of the group was held on 29 April 2021 and focused on digitalisation of the third sector. In addition, it was reported that an evaluation would be made of the work conducted in the group and to this end a questionnaire would be sent out to participants; and a proposal was made for the analytical index of the White Paper to be produced with the systematization of the lessons learnt by the group. For the content of the meeting, see Report #8

a) Dialogues about the process: index of the White Paper and proposed evaluation of the Think Tank

The head of the Think Tank team presented the table of contents of the White Paper which will be developed with the lessons learned in the deliberation group. The White Paper will contain 7 chapters.



In addition, the Provincial Government team reported that an evaluation was going to be made of the Think Tank, as established in the design of this cycle of deliberation. They reminded participants of the objectives and strategy of the Think Tank. In order to carry out the evaluation, participants would receive a questionnaire in which they would be asked to assess a) the degree to which the objectives of the Think Tank had been fulfilled, b) the sessions and their functioning; c) the products obtained.

b) Digital transition: how to promote digitalisation of the third sector

The meeting discussed the digital transition. In order to consider and propose actions to promote the digital transition in the third sector, two experts gave a presentation to establish the context and a group dynamic was performed.

- *Expert presentation: digital platforms and digital transition.* The context of the topic for the subsequent group reflection was provided by two people (one a member of the Think Tank group) from Vicomtech, a centre for applied research in digital technologies. They gave a presentation on areas of action at both user and organisational/professional levels; technology trends and existing opportunities and challenges; the European perspective in the field of organisational technologies; and they offered their thoughts and their views on the needs for action.
- *Group work dynamics: actions to promote digital transition of the third sector.* The group divided into subgroups and deliberated in order to make proposals for actions to promote the digital transition in the third sector, answering the question: What actions promote the digital transition in the third sector. The full group then reflected on this input with feedback from the speakers. The results of the group reflection will be compiled and included in the White Paper.

After the meeting

After the meeting, and before the next meeting in May 2021, the participants were sent a questionnaire to evaluate the Think Tank. In order to prepare the deliberation of the next meeting, to focus on the design of futures, they were also sent an exercise to be carried out individually. The document (see *Report #10*) contained a conceptualization of different types of futures, a working hypothesis, the object of the exercise, and the questions for performing the exercise. In summary, these consist of: 1) Impact of the Covid-19 crisis on the care model and social policies (time horizon 2021); 2) Most likely scenario in 2030 as a consequence of the Covid-19 crisis; 3) What the care model will be like in 2050 in Gipuzkoa; 4) What probable and preferable futures do the Think Tank as a whole accept as being possible? What five lines of action should be promoted to foster a transition towards preferred futures? All questions were accompanied by guides and templates for the exercise.

27.05.2021. Meeting 10. Designing futures: defining actions to achieve the preferred future and conclusions of the evaluation of the first cycle of the Think Tank

At the tenth meeting of the group, held on 27 May 2021, and set out in *Report #10*, two aspects were discussed. On the one hand, the results of the evaluation of the Think Tank were shared (these are set out in *Working Document #10*) together with the resulting recommendations, which the team responsible for the Think Tank had selected to act on - and which are set out in detail in the last section of this document. On the other hand, the deliberation focused on the design of futures, continuing the work begun prior to the meeting through a questionnaire. To this end, the Provincial Government also shared the content and the process for preparing the Agenda 2030 on social policies currently being developed.

a) Dialogues about the process: results of the Think Tank evaluation and recommendations for improvement.

The head of the Think Tank team presented the main conclusions of the evaluation results. This is described in greater detail in the last section of this document. In addition, it was reported that a proposal for an action plan for the Think Tank 2021-2023 would be made in the near future.

b) Design of futures: probable, preferable futures, and defining actions for 2050

The meeting focused on a deliberation on the design of futures for social policies. For this purpose, the head of the Provincial Government team made a presentation on the 2030 Agenda, for which she also requested the participants' views. In addition, the team responsible for the

Think Tank group gave a summary of the results of the individual exercises carried out on futures design, which were requested prior to the meeting. Finally, a group dynamic was performed to define the actions that need to be implemented to achieve the preferred future selected by 2050.

- *Presentation of Agenda Gipuzkoa 2030 for transition policies.* The Deputy (provincial minister) presented the fundamental aspects of the Agenda 2030 of social policies which was currently being developed, and the steps for achieving it, which will result in a document after the main axes have been discussed with different groups. She presented the short-, medium- and long-term axes of the plan, and asked participants to discuss and evaluate the axes.
- *Summary of participants' views on likely scenarios and futures.* The group facilitator presented the main results of the exercise sent out prior to the meeting on Designing Futures and carried out individually by participants: likely and preferred scenarios (listed in *Document #11*). He made a synthesis of the answers, highlighting a view widely shared by participants on the scenarios for 2021 (no major changes); 2030 (technification, efficiency, de-professionalization and lack of coordination of systems), and two models or visions that emerge in 2050, a more community-based model and a more technological model.
- *Group dynamic: actions to achieve a better future in 2050.* The group divided into subgroups and worked for one hour to first choose one of the 2050 scenarios (community-based vs. technology-based) and define three radical actions (that could be implemented now) to achieve a preferable future in 2050.

The actions proposed in the group dynamics and the participants' views submitted via the questionnaire were written up in *Document #11*, which also includes the objective and methodology used for the futures design exercise.

May - June 2021. Evaluation, conclusions of the PCC group and conclusion of the first cycle

As described above, the evaluation of the Think Tank was carried out in May, as planned in the proposed working phases for Cycle I (agreed at the meeting of 23 July 2021), and the results of this evaluation were shared in the group at the meeting of 27 May 2021. In addition, the results of the work carried out by the PCC working group created to work on specific aspects of personalization were shared at the June meeting. This concluded the first cycle of the deliberation process, pending presentation of the final product which will include the reflections and proposals made by the group: the White Paper on the futures of the welfare state (which, it was announced, would finally be presented in September).

27.05.2021. Meeting 10. Conclusions of evaluation of the first cycle of the Think Tank and designing futures: defining actions to achieve the preferable future

As explained above, the meeting on 27 May 2021 focused on the design of futures (as described in the previous section). In addition, the results of the evaluation made by the group via a questionnaire were shared at this meeting. These would then be used as recommendations for improvement for the next cycle of the focus group.

- a) *Dialogues about the process: results of the Think Tank evaluation and recommendations for improvement.*

The head of the Think Tank team presented the main conclusions of the evaluation results (set out in *Working Paper #10*, which would be shared with the participants by email), which showed

a generally positive assessment of the Think Tank. She highlighted four elements of the results, and presented seven recommendations for improvement developed by the team based on the findings of the evaluation:

- Include users in the deliberative processes of the Think Tank
- Promote a second phase and move from a "Think Tank" to a "Do Tank"
- Improve the methodology for alternating theoretical reflection with practical cases and the design of proposals for improvement
- Combine intervention with experts and users more successfully.
- Improve the make-up of the Think Tank: there may be underrepresented groups
- Improve the Think Tank website: the aim is to make it a platform for collaboration.
- Use the White Paper as an educational tool to guide future policies |check verb tense in all this list|
- Structure the pilot actions in an action plan

Before the next meeting

To prepare for the discussion at the next meeting, which was devoted to personalization, participants were sent the draft personalization guide developed by the working group on person-centred care. A questionnaire was also sent out, describing the personalisation accelerators and transition spaces identified by the personalisation working group. Respondents were asked to rate their agreement or disagreement on the importance of these accelerators and spaces and offer any recommendations and/or suggest other accelerators and transition spaces that had not been identified.

22.06.2021 Meeting 11. Conclusions of the PCC working group

The last meeting of this 2020-2021 Cycle was held on 22 June 2021 and is detailed in *Report #11*. Although it was initially planned to discuss the topic of the White Paper at this meeting, finally, as reported by the head of the Think Tank team, it was decided to devote the meeting to sharing and discussing the work of the Person-Centred Care group, which was formed in March at the initiative of the Think Tank, to work on the development of tasks identified as being necessary by the group when deliberating on the subject of personalisation (at the meetings in October and May 2020).

a) Dialogues on the deliberative process: change in agenda and White Paper

The head of the organization informed participants of the change in the agenda for the meeting, which had initially been planned to address the White Paper. She also reported that although they had originally intended to present the White Paper in July, it had been decided to postpone the presentation until September, so that the contents could be discussed beforehand.

b) Conclusions of the PCC working group and contributions of the group: recommendations

The group deliberation focused on personalization of services. The PCC working group —formed within the Think Tank— shared the results of its work and the deliberation group then reflected and worked on these results.

- *Service Customization Guide: process and conclusions of the PCC working group.* The coordinators of the working group presented the work of the PCC group, reminding participants that it had been formed as the result of a proposal from the Think Tank, and explaining the members of the group, its objectives and the process followed (described in *Working Paper #12*). The group's aim was to develop a conceptual map of the PCC model, a

map of good practices in PCC, and a tool for evaluation, and also to develop a guide on personalization. The group had prepared a guide to service personalization, which contains a conceptual map, recommendations, tools and best practice. A member of the group explained that they had changed the terminology to refer to "personalization" instead of "person-centred care" because it seemed more open. The group coordinators presented the main contents and contributions of the guide, with particular emphasis on the "accelerators" for personalization.

- *Participants' views on accelerators for personalization.* The group facilitator summarised the participants' views on the accelerators identified by the PCC working group in its guide, listing the items on which there was the greatest degree of agreement and disagreement. These views had been compiled in the questionnaire sent out prior to the meeting.

- *Group dynamics to review and propose new recommendations and discussion.* The deliberation group —first in into subgroups and then in the plenary— carried out a reflection to review the recommendations of the personalization guide and propose new ones. The dynamic gave rise to recommendations related to the content of the guide and to certain issues of form (e.g. language) and use (for its implementation).

The main issues referred to the PCC working group (objectives, participants, process developed, and other considerations), and the results of the deliberation centring on the personalisation guide —including both the views compiled via the questionnaire and the conclusions of the group dynamics at the meeting— can be found in *Working Document #12* (they will also be included in the White Paper)

1. Illustration. Timeline of Cycle I of the deliberation group on futures of the welfare state

