



ETORKIZUNA  
**ERAIKIZ**  
think tank

**NEW FUTURES OF THE WELFARE  
STATE  
REPORT OF THE 13<sup>th</sup> MEETING**

25/11/2021

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## 1. Programme

Theme		Presenter/Driver
Introduction and presentation of the workshop		Maite Peña
Validation process and final result		Javier Castro-Spila
Presentation of the Etorkizuna Eraikiz International Congress		Belén Larrión
Group Dynamic		Javier Castro-Spila
Experimental project: personalisation indicators	Monitoring project: recommendations for the White Paper	
End of session		Maite Peña

## 2. Participants

- |                         |                      |                       |
|-------------------------|----------------------|-----------------------|
| - Maite Peña            | - Julian Florez      | - Koldo Aulestia      |
| - Javier Castro-Spila   | - Esnal              | - Rakel San Sebastian |
| - Carlos Alfonso        | - Mikel Malcorra     | - Javi Sancho         |
| - Adriana Martínez Sans | - Iñigo Kortabitarte | - Xanti Moriones      |
| - Garikoitz Agote       | - Patxi Leturia      | - Amaia Jimenez       |
| - Josu Gago             | - Maria Muñoz        | - Belén Larrión       |
| - Bakarne Etxeberria    | - Felix Arrieta      | - Ainhoa Arrona       |
| - Sebastian Zurutuza    | - Jon Arzallus       | - Naia Begiristain    |
|                         | - Elena Basagoitia   |                       |
|                         | - Arantxa Gorostiaga |                       |
|                         | - Andoni Zulaika     |                       |

### 3. Introduction and presentation of the workshop

The Deputy (provincial minister) for Social Policies thanked all the participants for attending and opened the session by presenting the provisional version of the White Paper. She explained that the process of validation of the White Paper by all the members of the Think Tank, the European Valuation Commission, the Department's technicians and directors, the unions and the employers' association was now completed. She said that they had followed the planned procedure. They now planned to present it during the Etorkizuna Eraikiz Congress in December.

### 4. Validation process and final result

The facilitator took the floor to speak further on the White Paper. He explained a number of contributions that have been included in this interim version of the product: *'it has been suggested that we should use the concepts 'care' and 'attention' more. We have also received suggestions to broaden the set of user profiles. Digital issues have also played a central role, and we have reached a consensus text. There have been municipalities and associations that have discussed governance models. We have been asked to improve the approach to evaluation issues, and we have also been asked to clarify funding issues. We now have a White Paper that is more open to social reality'*. He explained that they have created an international committee that will be announced during the Etorkizuna Eraikiz Congress. *'The committee is made up of six people from different countries. These people have also offered their recommendations for the White Paper: in the first chapter, for example, we have introduced diagnostic elements, in order to refine the content'*. To conclude, he said that the White Paper is practically finished.

### 5. Presentation of the Etorkizuna Eraikiz International Congress

DFG9 took the floor to discuss key issues related to the Etorkizuna Eraikiz International Congress. *'The Think Tank will have a specific space within the Congress. On December 13 and 14, the two days of the Congress, there will be different sessions. Some of them relate to the public sector: these sessions will be held in the mornings. These are common sessions for all panels. But there will also be specialist panels. Our panel, which will be starting at 11:30 a.m., will bring together the various interested*

*participants. The Deputy for Social Policies will present the objectives. We will have a chance to discuss transitional social policies and the inter-institutional architecture. The Deputy for Social Policies will also give a summary of the White Paper: she will present our province, Gipuzkoa, as a territory that seeks to offer the best care services. There will be space to talk about the personalisation guide, and we will end the morning with an open discussion’.*

The afternoon sessions would be different, she said: *‘These sessions will be by invitation only. We will have a two-hour session at the Arantzazu Hotel, which will substitute one of our Think Tank sessions. The members of the Think Tank, experts and other invited guests will all be there. Rakel San Sebastián will speak about Adinberri as a reference centre for aging in Gipuzkoa’.* DFG9 added that other Think Tank discussion groups have proposed visits to their reference centres. However, the deliberation group on Futures of the Welfare State has decided to launch a discussion space among stakeholders. She also mentioned the issues they want to address in the spaces that will be available during the Congress: *‘We want to have space to talk about innovative projects, discuss public referentiality, care for people at risk of exclusion, personalisation for people with disabilities, etc. We want different perspectives’.* One of the international experts, Alfonso Lara, will set out the objectives and evaluation methodologies, she said. She said that she would also be making some recommendations on what to do: *‘we want to take stock of the Think Tank. There may be some alterations, but the themes of the Congress will be scheduled along those lines’.*

The Deputy for Social Policies added that people would be able to attend the Congress either in person or online: *‘depending on how events unfold, the set-up of the event will change flexibly’.* As for the panel of experts, she said that the aim is to for collaboration with these people to be useful and stable. *‘We want to establish a link with these people so they can give us their input from a critical and constructive perspective’.*

The facilitator added that the aim is to set out the vision of the experts on the functioning of the Think Tank. Taking up on a remark by the Deputy for Social Policies, he explained the work dynamics of this session. He said that the Think Tank has identified two main lines of work: the experimental project and the monitoring project.

*‘Through the experimental project we want to promote indicators of specialization in social services. The Think Tank itself insisted that users, or potential*



*users, should be included. We have received as much input as possible on this subject. Now, the idea is to test out and design the specialisation indicators, and then to discuss and prepare a document that will serve as a guide'. The facilitator defined the methodology as being a simple procedure. 'There will be six panels: each panel involves a specific type of user. Each panel involves a different focus within the Think Tank. We want to have at least three working sessions with users to define potential personalisation indicators. We will then develop a document to drive personalisation through indicators. This afternoon, we will be discussing this methodological proposal, to see whether it is viable or not'.*

He then set out the most important aspects of the monitoring project: *'this project has arisen from the Think Tank itself. There are a number of recommendations that need to be monitored. The Department will promote an agenda with specific topics and actions. Much of the agenda has been built out of a reflection on the White Paper. With the monitoring working group, we will analyse and evaluate how the proposed actions will be implemented in the coming year. We will assess social policies, i.e. the extent to which the Think Tank influences public policy'.*

The facilitator explained that the proposal for the session is to discuss the two issues raised in order to start working with a defined work agenda. *'We want to set out a working agenda, in terms of both the themes and the timeframe, to establish what we are going to work on with the users. There is a lot of work; we have to carry out the monitoring work and at the same time involve the users'.* The facilitator said that the deadline for the process was the end of the government's current term of office, i.e. June 2023. He explained that the groups will work for 45 minutes to discuss and answer these questions through their reflections. He added that there would be two groups addressing the first topic, and two others working on the second one. He asked them to make recommendations and suggest improvements.

## 6. Group Dynamic

After 45 minutes of deliberation in groups, the Deputy for Social Policies welcomed the participants back and reminded them that a translation service was available for anyone who did not understand the input from other participants.

ECO20 then took the floor as the spokesperson for the first group to describe what they had discussed. He began by explaining that his group has addressed the proposed monitoring project. He said that the most important thing for the plan to be implementable on a day-to-day basis and to advance was that there had to be a relationship between the work of the Department, and everything being proposed in the Think Tank. Apart from that, he said that another key point was the need to appoint some neutral people to carry the monitoring, people who are not current or potential users. He said that it must be a critical group. He went on to explain that a strong structure needed to be set up so that users can be required to make a commitment in order to ensure awareness of the process. *‘Like any innovation project, our process is going to require a lot of dedication. This will all begin after the start-up and when it has had enough impact. We need to be dynamic, so that we don't get bogged down in documents and ideas. We will need to design an agenda to ensure we have a defined and demanding process of dynamisation’*. He added that they have two questions, based on two doubts that were raised in the group:

- Who will take over the leadership of the project?
- Who will design the timeline and how?

ECO7 spoke on behalf of the second deliberation group and said that in the 45 minutes, they had focused on the experimental project. He said that they addressed it phase by phase, in order to cover all the points raised. *‘The greatest discussion was on the issue of the panels: they were felt to be ambiguous and difficult to define. Dependency, disability, elderly, social exclusion... In each of the panels there were people who could receive care at home, in care homes... We had a lot of doubts when it came to defining the criteria to decide who should and should not participate. It is very important to delimit the personalisation group so that the guide is made from an independent position’*. As for the methodology, he added that there may be a clear key: *‘we have to decide how the sessions will be galvanised to bring out the best in the participants’*.

ECO3 addressed the issues that the other two participants had not commented on, to complement their contributions. *‘Our group felt that we needed the experimentation step in social services, to reach a shared understanding of what personalisation is. In this ‘Step Zero’, we need to think about how personalisation is*

*offered, and how users should participate in this type of process'. Another important issue to be addressed was the issue of managing expectations. 'Personalisation may mean thinking of resources as limited, or it may involve stressing self-determination'. She said that certain profiles need to be empowered, while others will have to be disempowered, for example, the political and technical personnel. 'As far as possible, we want to get rid of hierarchies and silences, which would undoubtedly make our work more difficult'.*

ECO13 said it had been difficult to bring the task down to a practical level: *'First of all, we talked about the need to include the users' family members or persons of reference. For example, if we include issues related to children'. He then discussed the pace of work. 'The pace of the tasks will have to match the work pace of the participants. Agreeing on the design and experimentation part will be critical to this'. As for the duration of the project, he said that six months seemed like a short time.*

The facilitator asked if anyone had any further comments. Since no one did, he began discussing the issues that had been raised. *'The task is indeed complex: it is not easy to start including users in the co-generation process'. As regards the methodology, he said that there was no need to discuss the indicators with the users. 'This is a very technical aspect'. However, he added that it is of paramount importance to discuss everything else with the users.*

With regard to leadership of the project, the facilitator thinks they will identify two people or organisations that will provide technical support and monitoring. *'The timeline tells us that we should have a viable result around October-November 2022'. The users, he said, will participate in three workshops, so they will not be there for the entire process. 'They will not be the direct co-producers, but they will participate in the experimentation part and will perform a trial related to the indicators'. As for the selection criteria, he said that there will be a selection process that will begin around January. 'Preparing the agenda, convening the users, setting the schedule, planning the topics to be discussed in each session... all of this takes a lot of work and preparation'. As regards the methodology of use, he said that when users and experts come together in the same space, in general, the experts tend to have greater weight. 'Our goal is that the methodology will allow us to have the participants trial it'. To this end, he said that galvanising the sessions would be of fundamental importance. 'It will be difficult to have*



*users at our meetings: the sessions are three hours long, and within that time all the different points of view need to be aired. On top of that, we can't keep the users for 20 sessions'.*

As for the panels, he said that they are ambiguous because they directly reflect the issues compiled via the questionnaires. *'The document will better define the issue of the panels. When we have the document, we will give you feedback'.* He added that users would find the document quite dense, so they would have to provide a summary: *'we will synthesise the key points'.*

Finally, he talked about the issue of managing expectations: *'The users won't have a very clear idea of what they are coming for. They have been invited to participate in a Think Tank; they have been invited to give their opinion on certain topics. It must be made clear what the process does, otherwise there will be a lot of tension'.*

## 7. End of session

The Deputy of Social Policies set out the steps for the next meeting. *'We are setting you different tasks for January. After listening to what you have said, we promise to come up with another proposal so we can work on it at the January session'.* She said that by the time of the Etorkizuna Eraikiz International Congress, they will send them an outline of the evaluation agency, so that the Think Tank participants will have as much information available to them as possible. *'The next session will be in January, and we will send you the calendar for the next quarter along with the outline of the agenda'.*

The Deputy for Social Policies thanked all the participants for attending and took her leave.

## 8. Appendices

### a. Working Document No. 13

# THINK TANK

Deliberation process on the new futures of the welfare state: Working Document

No. 13

(25 November 2021)

**Working Document:** Working Document.

### A. Working Document

Working Document.

#### **Working Document**

Working Document.

**Working Document:** working document.

### B. Working Document

Working Document.

#### **Working Document**

Working Document.

**Working Document:** working document.

b. Presentation by the Deputy (Provincial Minister) for Social Policies

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# White Paper

## Methodology for experimentation and monitoring

25 November 2021

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### Agenda for the Meeting

(25 November 2021)



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## 1. White Paper: validation process and input received

Validation process for the entire social policy ecosystem of Gipuzkoa:

- a. Members of the Think Tank
- b. Municipal authorities of Gipuzkoa
- c. European Valuation Commission
- d. Trade Unions
- e. Employers
- f. Associations
- g. Technical staff and directors of the Social Policies Department

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## 1. White Paper: changes

**Terminology:** Use the concepts of 'attention, care and support', rather than just 'care'. And bring visibility to actions already carried out or developed (we are not starting from scratch).

**Better define user profiles:** Define **profile models** that represent the greatest possible diversity of users in order to adapt them to personalisation of the service portfolio. In this regard, it is necessary to **diversify the profiles** of the White Paper which is largely oriented towards the **elderly people**. Mention other profiles such as people in situations of dependency, in situations of social exclusion, children in situations of vulnerability, etc.

**Establish a new profile:** People with intellectual and developmental disabilities, for whom there should be a specific section, prioritising aid over care.

**'New' technologies/Technologies:** In the text we should differentiate between **computerisation, digitisation and technologisation**. Also, it is necessary to talk about technologies (remove the word 'new') and better define in the text the promotion of digitalisation of the users' family and professional environments.

**Improve collaboration:** Better define collaborative governance, especially with the health sector. Analogue and digital collaboration (not only digital, e.g. on digital platforms). Review **competitive models** of resource allocation (promote cooperative models of resource allocation).

**Improve the approach to systemic evaluation:** determine the use of **quantitative, qualitative and participatory methodologies** for monitoring White Paper activities.

**Better define the funding framework** of the White Paper recommendations.

**Improve the section on challenges defined in the White Paper:** summarise a small number of challenges.

**Include a new section on diagnostics:** this section includes the **diagnostic** elements addressed in the discussion on the pandemic in the Think Tank.

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## Presentation of the Etorbizuna Eraikiz International Congress

International Conference:  
Working agenda

02

### PROGRAMME (provisional) 13 December 2021

Venue:	Kursaal
09.30 – 11.30 am	Opening and keynote address
11.30 am – 1.45 pm	<b>Parallel session (in the morning) (Think Tank Presentation: process and results)</b> <ul style="list-style-type: none"> <li>• Social Policies of Transition</li> <li>• White Paper: Gipuzkoa, Territory of Care</li> <li>• Guide to Personalisation of Social Services</li> <li>• Discussion and conclusions</li> </ul>
2.00 – 4.00 pm Lunch	
Venue:	Hotel Aranzazu (San Sebastián)
4.00 – 6.00 pm	<b>Parallel session (in the afternoon) (presentation of innovative experiences in Gipuzkoa)</b> <ul style="list-style-type: none"> <li>• Adinberri: Reference Centre</li> <li>• Innovative projects (local observation ecosystems, professionals of reference for social inclusion, participation of users in childhood and adolescence, personalisation and personal development in people with disabilities).</li> <li>• Discussion and conclusions</li> </ul>

14 DECEMBER 2021

Venue:	Kursaal
09.00 – 11.00 am	Opening and keynote address
11.00 am – 13.00 pm	<b>Parallel session (in the morning) (Think Tank Presentation: recommendations)</b> <ul style="list-style-type: none"> <li>• Territorial Care Evaluation System</li> <li>• Think Tank as a node for evaluation and experimentation</li> <li>• Discussion and recommendations</li> </ul>
1.15 – 2.15 pm	<b>Parallel Session: Congress Conclusions</b>

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03

Group 1: Drafting of a system  
of personalisation indicators

## Experimental Project: Personalisation indicators

### Think Tank Projects (2021-2023)

Level of agreement

1: Entirely disagree

5: Entirely agree

1 2 3 4 5

### Experimental Project:

General objective: Develop a proposal of indicators for personalisation of social services, integrating users

#### Methodology:

1. Step 1: Confirmation of the members of the Working Group on Personalisation of Social Services	20%	80%
Step 2: Creation of 6 user panels: <b>Panel 1:</b> People in situation of fragility and dependence at home (users and families) (total: 6-8 people); <b>Panel 2:</b> People in situation of frailty and dependency in residential centres (users/families) (total: 6-8 people); <b>Panel 3:</b> Persons in situation of social exclusion (users) (total: 6 people); <b>Panel 4:</b> Children and adolescents (users/families) (total: 6-8 people); <b>Panel 5:</b> Victims of sexist violence (users) (total: 6-8 people); <b>Panel 6:</b> Dependent persons (users/families) (total: 6-8 people)	20%	80%
Step 3: Preparation of a <b>base document</b> (simple and understandable) of personalisation indicators for discussion with users and for validation of personalisation indicators.	20%	80%
Step 4: Creation of the <b>Steering Group</b> for the Experimental Project (4-5 people from the Think Tank). Creation of 6 <b>Mixed Working Groups</b> (Each panel: 2-3 people from the Think Tank and 6-8 people users/family members)	20%	80%
Step 5: Design of a working agenda for each panel (topics, agenda for meetings and products for the 6 mixed working groups)	20%	80%
Step 6: Definition of a strategy for disseminating results	20%	80%

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## Monitoring project: White Paper Recommendations

Group 2: Development of  
a system of White Paper  
recommendations

04

Think Tank Projects (2021-2023)	Level of agreement				
	1: Entirely disagree				
	5: Entirely agree				
Monitoring project (White Paper recommendations)	1	2	3	4	5
<b>General objective:</b> Development of a methodological proposal for monitoring the degree of implementation of the White Paper recommendations.				20%	80%
<b>Methodology:</b>				20%	80%
<b>Step 1:</b> Preparation of an <b>operational document</b> linking the recommendations of the White Paper with the Department of Social Policies' 2021-2023 Action Plan.				20%	80%
<b>Step 2:</b> Preparation of a <b>technical document</b> on monitoring indicators (based on the Transitions monitor used to monitor the 2021-2023 Action Plan).				20%	80%
<b>Step 3:</b> Creation of the Evaluation Team (6-8 people from the Think Tank)				20%	80%
<b>Step 4:</b> Design of a working agenda (topics, meetings and products that highlight the impact of the White Paper's recommendations on social policies)				20%	80%
<b>Step 5:</b> Implementation of a communication strategy				20%	80%

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## COLLABORATION SESSION (GROUP) (45 minutes)

Discussion and input on the methodological proposal

Experimental project

Monitoring project

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05



Next meeting

Next steps and next meeting

## NEXT STEPS:

### • EXPERIMENTAL PROJECT (Date: JANUARY 2022)

- Task 1: Preparation of a base document of personalisation indicators (based on the Personalisation Guide)
- Task 2: Creation of **Experimental Project Steering Group** (4-5 people from the Think Tank)
- Task 3: Creation of 6 Mixed Working Groups (2-3 people from the Think Tank + 6-8 users/family members)
- Task 4: Design of a working agenda for each panel (topics, meeting agenda and products for the 6 Mixed Working Groups)

### • MONITORING PROJECT (Date: JANUARY 2022)

- Task 1: Preparation of an operational document linking the recommendations of the White Paper with the Department of Social Policies' 2030 Agenda.
- Task 2: Preparation of a **technical document on monitoring indicators** for the White Paper recommendations
- Task 3: Creation of the Evaluation Team (6-8 people from the Think Tank)
- Task 4: Design of a working agenda (topics, meeting agenda and products for evaluation)

## NEXT MEETING:

**3-14 December (International Congress Etorikizuna Eraikiz)**

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# THANK YOU

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