

**Minutes of Service Development Group meeting held on 24 January 2007  
In Conference Room 12, Scottish Executive, Victoria Quay, Edinburgh**

**Present:**

Nigel Henderson (Chair)  
Janet Birks  
Ronnie Hill  
Terry Finlay  
Phil Robinson  
Noni Cobban

**Scottish Executive**

Catherine Rainey  
Julie Haslett  
Fiona Hodgkiss  
Moira Hughes (Note Taker)

**Apologies**

Apologies were received from David Cumming.

**Welcome and Introductions**

1. Nigel welcomed everyone to the meeting and gave a warm welcome to Terry Finlay, Head of Glasgow West Health and Social Care Partnership) and to Phil Robinson, Director of Quarriers who were joining the group for the first time.

**Minutes of Meeting**

2. The Minutes of the meeting held on 6 November were agreed.

**Establishing a Shared Understanding – how we work as a Group**

3. The Group briefly discussed the two papers previously circulated – *Agenda for Change and Preparing a Business Case for Funding*. Catherine reported that both papers were discussed and agreed at the quarterly Chairs' meeting held on 18 December. The *Agenda for Change* paper is key to the work across the five agendas and issues around engagement with other groups. The *Funding Paper* provides a framework for developing spending proposals to assist with the implementation of Changing Lives agenda and offers a standard and consistent approach and sets out the process that needs to be completed for every piece of work or project which a Change Programme wishes to support.

4. Nigel reported that he and Janet had discussions with Zoe Van Zwanenberg about how the Scottish Leadership Foundation (SLF) could assist this group in their role to stimulate and generate ideas to take forward Changing Lives. Zoe suggested the use of *Appreciative Enquiry* as one way of achieving this. This would involve identifying areas of good practice, going out to local authority areas and 'appreciatively enquiring' about identified good practice. This work may also have relevance for others and it was thought that the information gleaned could be publicised through our website, through minutes etc, which would allow people to make connections and share information. The Group agreed this would be a useful tool. Nigel also reported that SLF can organise 'Corporate Raids' with

relevant organisations and Catherine explained that this was something that the Performance Improvement Group were also interested in taking forward with SLF.

**Action: Invite Zoe Van Zwanenberg to next meeting – this may also tie in with the ‘Organisational Raids’**

5. It was suggested that it may be helpful to look at the Centres of Excellence - SCLD, Centre for Mental Health etc - and tap into their research. Julie said that the Nuffield Centre – Community Care Works was also identified as having a good database on good practice. The Group were asked to note that the Self Assessment Returns local authorities and voluntary/private organisations had completed had, amongst other areas, identified Areas of Strength and Good Practice and also the need to take into account are areas identified during the SWIA inspection process.

**Action: The Group agreed it would be useful to invite a group from a specific area such as SCLD, SIRCC along to a future Service Development meetings when discussing a particular area of practice.**

### **Principles around Personalisation**

6. Julie Haslett gave a presentation on Personalisation and Participation. Julie explained that the 21<sup>st</sup> Century Social Work Review Team, through Care 21, commissioned Demos to complete an exercise on whether the concept of ‘Personalisation through Participation’ could be applied to the social care sector in Scotland. The research carried out by Demos was built upon the principles detailed in the work of Charles Leadbetter, entitled ‘Personalisation through Participation’.

7. Nigel thanked Julie for her presentation and opened up the discussion. All agreed that the definition of Personalisation was an issue for this Group along with whole area of Unpaid Carers in relation to the personalisation agenda. The Group discussed some of the research available on individual choice and the tensions that exist between free limited choice balanced against the consumer getting everything they want. Discussion continued on the ‘In Control’ model and individualised budgets and the whole area of finance around the personalisation agenda. Some of the issues raised in discussion were:

- Personalisation means lots of different things to different people.
- Personalisation is part of the Public Service Reform agenda too.
- How does Personalisation fit in relation to criminal justice.
- Need for a high level understanding of Personalisation around social work, education and health.
- How do you link Personalisation to the context of the wider community – not just the individual.
- How do you achieve best outcomes for the greater good.
- What does Personalisation mean for the commissioning of services.

8. Brief discussion followed on how a flexible approach, combined with the principles of personalisation and empowerment of good practice could achieve the aims of the personalisation agenda and also around Flexibility/Risk and Trust and how this could form part of the *Appreciative Analysis*. The Group also considered what stops personalisation from happening. The discussion identified some of the barriers that need to be overcome to enable personalisation to be an approach which is implemented across all of social care These were:

- Management of Risk

- Equity
- Legislation and Employment obligations
- Tensions around people taking control of their lives and how this sits with the workforce/education agenda
- Financial resourcing issues
- Prevention and Crises mismatch
- Commissioning often mitigates against personalisation
- Assessment process
- Policy decisions
- Lack of delegation to frontline staff
- Regulation/Inspection(though this could also be used as a lever rather than a barrier)

9. The Group discussed in more detail the issues of management/assessment of risk. Catherine informed the Group that the Social Work Research Centre at Stirling University had been commissioned to carry out a Literature Review of the effective approaches to risk assessment in social work. The paper, in the first instance, will be discussed at the Practice Governance meeting on 26 January, as this falls within their remit. The paper will be shared with other Groups following sign off by the Practice Governance Group. It is hoped to hold a session some time in March with the researchers and invitees from the other Groups. Janet identified the importance of pulling together evidence in relation to risk.

**Action: Possibility of working with Practice Governance Group on this issue.**

#### **Discussion in relation to Workplan**

10. Based on discussions the Group's workplan will focus on personalisation, and how to make this happen. The Group thought it might be useful to divide the workplan into a number of headings based on the Demos research. It was anticipated that these headings would encompass all of the relevant issues in the service development agenda such as access to services, information, choice, user participation, unpaid carers and their role in the workforce and commissioning and contracting. The headings were therefore identified as;

- **Tools** – to allow users more choice and voice, to encourage them to become participants in their care packages and take more responsibility for what happens to them
- **New financial framework** – to encourage investment in community based prevention, allow integration of different public service budgets and devolve more spending to users so services are commissioned around their plans
- **Division of labour within the social care workforce** – to look at range of workers from unpaid carers to paid professionals
- **Development of mixed economy of care** – to include planning, commissioning and contracting so that user choice can be translated into service provision.
- **New measures of performance** – to ensure service users have a greater say over service quality.

**Action: The workplan is to be worked up for discussion and sign off at the Group's next meeting on 20 February. Once agreed helpful also to share this with other interested parties including Joint Future etc. Agenda item for February meeting.**

**Action: Members were asked to e-mail their comments round the group and to e-mail Janet with any follow-up themes and/or discussions they wished to raise.**

**Action: Julie/Fiona to work up a couple of paragraphs “Daily Mail” style (version which can be more easily understood) on the definition of Personalisation. This would need to pick up what personalisation looks like for individuals, practitioners and users/carers.**

**Action: Fiona Hodgkiss to find out what PSR had done in this respect**

11. Julie reported on her discussion with Colin Mair with regard to commissioning and procurement. Colin will be co-ordinating a meeting, some time in February, of the 15 or so different agencies who have an interest in commissioning. This Group will be invited to attend.

#### **Any Other Business**

12. Papers on the first cut analysis of the self-assessment returns were tabled. Catherine explained that information particularly relevant to the personalisation agenda had been pulled out. This gives a flavour of Areas of Strength and Best Practice identified from the returns.

**Action: The Group were asked to look at the paper tabled which pulled out the information in relation to personalisation and service development.**

#### **Dates for Future Meetings**

13. Dates identified and reported in the previous minutes stand. No change to any dates.

**SWSPD  
January 2007**