

# Meeting of the National SDS Collaboration

Wednesday 3 December 1-3pm

**Chaired by:** Donald Macleod, Chief Executive, Self Directed Support Scotland

**Attended:** Alison Upton, Ann Marie Penman, Anna Shaughnessy, April O'Neil, Becs Barker, Benjamin Donnelly, Brett Rogers, Calum Carlyle, Claire Leslie, Danielle Farrel, Diane Hamilton, Don Morrison, Donald Macleod, Donna Murray, Elspeth Critchley, Ewan Carmichael, Frank Reilly, Gordon Dodds, Grant Laidlaw, Iain McGregor, Ian Thomson, Jane Kellock, Janice Cameron, Jaynie Mitchell, Jeremy Adderley, Joanne McGee, Karen Procek, Laura Finnan Cowan, Lee Shennan, Lowri Butler, Madeleine Austin, Magali Redding, Marion McDonald, Matt Crilly, Megan O'Hara-Knight, Michelle Fleming, Morag Duncan, Narek Bido, Pauline Boyce, Pauline Lunn, Pawel Kopec, Robert White, Sharon Stevely, Sheila Hanney, and Zoe McIntyre (notes).

**Apologies:** Andy Miller, Anne-Marie Monaghan, Ashley Mazs, Beth Allen, Beth Anderson, Catherine McGoldrick, Dawn Ranson, Geri McCormick, Heather Palmer, Hilda Campbell, Jim Carle, Katy Martin, Kirsty Sangster, Lewis Shaw, Lisa Paul, Rachel Mackay, Rebecca Aldridge, Rebecca Robinson, Rob Gowans, and Ronald Culley.

## 1. Welcome

Overview of plan for this outcome's series of meetings.

## 2. Addressing Outcome 4: Leadership

- What we're learning about leadership in North Lanarkshire
  - o Claire Leslie and Jane Kellock presented about North Lanarkshire's 'Getting it Right for Everyone' approach, which focuses on budgets rather than number of hours of support
- NHS Highland: Co-producing Change
  - o Ian Thomson presented on co-producing leadership and creating space for change within NHS Highland
- COSLA Leadership
  - o Matt Crilly discussed COSLA leadership activities, such as developing ethical commissioning guidance, working to improve data collection, being on the National Care Service Advisory Board, and advocating for further investment in social care

## 3. Reflection in discussion groups

- What questions should we ask of leaders at the next National SDS Collaboration?
- How can we support leaders to better implement SDS via the National Collaboration?

## Co-production Practice

- Co-production often occurs at the end of processes when decisions have already been made and is used primarily for compliance purposes
- ILF provided a working example: 13 co-production events before reopening, demonstrating engagement at scale
- Need to establish co-production as a consistent practice
- Reduced support limits their ability to engage in co-production
- Need for clearer accountability mechanisms

## **Data & Evidence**

- Gap between leadership understanding and frontline experience
- Some authorities lack basic SDS data (e.g. number of people receiving SDS, unmet need, budget reclamation, or outcomes)
- Information from individual assessments and reviews is not systematically captured for organisational learning
- Need to collect and use data for insight and forward planning rather than retrospective reporting

## **Decision-making**

- Leaders report being surprised when hearing direct accounts of how decisions affect individuals
- Financial decisions (cuts, savings targets) can be discussed without reference to specific impacts on people
- Need to connect policy and budget decisions to their effects on individuals and families
- Need to understand what indicators leaders use to identify when intervention or support is needed

**Action-** Jeremy Adderley to lead on producing set of leadership asks for next NSDSC meeting.

## **4. Current issues**

- Scottish Government Updates
  - The NCS Advisory Board met on November 10 to discuss SDS as one of their priorities. Other priorities include: unpaid carers, GIRFEC (Getting it Right for Every Child), Coming Home, and Fair Work
  - Scottish Government policy and data staff worked with a subgroup of Advisory Board members and COSLA representatives to co-write a background paper for discussion
  - The National Forum took place on November 19. SDS flexibility of spend was one of three themes discussed in detail at the workshop. Scottish Government staff were compiling all feedback from attendees and hoped to share what was learned soon
  - The SDS team and data colleagues in Scottish Government have been drafting the monitoring and evaluation report for year two

## **5. AOCB**

No AOCB raised.

**Date of next meeting – 4 February 2026**