

# The Health and Social Care Alliance Scotland (the ALLIANCE)

## ALLIANCE Engagement: Developing Scotland's Service Renewal Framework

June 2025



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## Event overview

In June 2024, the Cabinet Secretary for Health and Social Care outlined the national vision of "A Scotland where people live longer, healthier, and more fulfilling lives". In commitment to this vision, the development and consultation of three Health and Social Care publications was announced in January 2025;

- [The Operational Improvement Plan](#) (published March 31<sup>st</sup>).
- The Population Health Framework (due for publication in May 2025).
- The Service Renewal Framework (to be published in June 2025).

The Service Renewal Framework, recommitted in the recent programme for government, will set out the long-term vision for health and social care service renewal and reform, outlining parameters and priority change areas for the next 5 to 10 years. Accordingly, the framework seeks to provide 'absolute clarity' around reform to delivery partners, stakeholders and the public.

On May 7, the Health and Social Care Alliance Scotland (the ALLIANCE) hosted a member's event in collaboration with the Scottish Government. 53 ALLIANCE members from our lived experience and organisational networks gathered to learn, discuss, and offer insight to inform the development of the Service Renewal Framework.

The event opened with a brief presentation delivered by the Scottish Government, which highlighted the key challenges facing health and social care reform and outlined the 5 core design principles guiding the logic and development of the Framework;

- **Prevention First:** A focus on long term wellbeing, increasing prevention and early intervention to reduce the burden of disease. Citizens, communities and services preventing more together.
- **Population First:** The model of hospital and highly complex services will be a network planned around total population need; focusing on better, safer care that is also more efficient and results in shorter waiting times.

- **Community First:** More services will be moved from hospital delivery to community delivery – and hospitals will focus on the most acute and complex procedures or levels of care.
- **People First:** Citizens will be in charge of their own health and wellbeing as we support self-care. Services will be equitable, not always equal. Pathways of care will be designed around people, rather than the person having to fit around many different teams and systems.
- **Digital First:** Our transformation and business as usual delivery are maximised by digital and technological innovation – to support services to work and achieve better.

Before breakout discussion, attendees were invited to ask questions and share their initial remarks. Within smaller breakout rooms, participants discussed the priorities, opportunities and practical steps necessary for implementing the Framework across Scotland, providing informative and transferable experiences from across Scotland's health and social care landscape. The event concluded with a group feedback session, covering key messages, insights, and suggestions to inform the Scottish Government's final phase of Framework development and future implementation.

This short report summarises the key messages and feedback provided by ALLIANCE members, offering insight into specific challenges and priorities for the development of the Service Renewal Framework.

## **Breakout discussions: The view of ALLIANCE members**

### **Prevention-Focused and Community-Based Care**

ALLIANCE members were encouraged by a greater focus on community rehabilitation and prevention focused systems, as mechanisms understood as key to preventing readmissions and reducing expenses. Whilst welcomed, members raised the importance of moving beyond a

nod to these principles, ensuring that they are resourced and actioned in implementation. Members reflected upon current financing for services across Scotland, noting that this currently does not allow for prevention and community-based care, which will command longer term, sustainable resources to address the pre-existing challenges facing the primary, third and social care sectors.

Similarly, members noted a lack of attention within the framework around the context of care provision for remote and rural communities, which face unique and complex challenges to primary care provision.

### **Supported self management**

In relation to the 'People First' design principle, ALLIANCE members shared the importance of clarifying and amending framework terminology as relates to 'self-care'. Members reaffirmed the importance of distinguishing between 'self-care' and 'supported self management' in the design and delivery of the renewal framework. Self-care, often understood as placing the isolated responsibility of care on the individual, differs from supported self management, a holistic framework of care which places the individual at the centre of a personalised and collaborative care management system. Importantly, members shared that supported self management principles cannot be lent upon as an alternative to sustained and strengthened resourcing and investment across the health system.

### **Placing the individual at the centre**

Whilst recognising that the Service Renewal Framework offers a long term strategic vision, rather than a distinct roadmap for renewal, ALLIANCE members noted that the person, community and home appear far removed from the frameworks design. Members stressed the importance of clarity around specific action and support for the individuals receiving care.

ALLIANCE members stressed the importance of involving the voice of individuals with lived experience within the design of the renewal

framework, to ensure that change and renewal captures and reflects the needs of the individual.

### **Coherence and learning between frameworks**

ALLIANCE members expressed the importance of threading a coherent narrative across all strategies and NHS frameworks, with reference drawn to the ongoing development of the Long Term Conditions Framework.

ALLIANCE members highlighted that consultation between frameworks often highlights and reiterates reoccurring themes. Members expressed the importance of sharing and meaningfully embedding learning between frameworks within the design and implementation.

### **Rigorous and person-led outcome measurements**

Similarly to previous [ALLIANCE consultation on the development of the Population Health Framework](#), ALLIANCE members reiterated the importance of rigorous framework measurements, with an understanding that ‘what gets measured gets done’. Importantly, members noted the importance that measurement of service delivery extend beyond capturing care transactions to include person-led outcomes. This should be considered essential to ensuring that services successfully deliver improvements in quality of life.

### **The meaningful involvement of the third sector**

ALLIANCE members reinstated the importance of integrating the third sector as a key health and social care delivery partner, as a sector which provides vital services to communities across Scotland. Many members expressed disappointment at being consulted later in the frameworks development, despite the significant role the third sector plays in delivering care across the health and social care sector. Consequently, members also found the framework to be too statutory led, as opposed

to capturing a more holistic view of health and social care delivery as a priority for renewal.

Members expressed that where the existing framework affirms the importance of prevention and chronic disease management, successful renewal hinges on the full integration of the third sector as a vital delivery partner. As highlighted by one ALLIANCE member “This is not just where the third sector has expertise, it is inherently where we are”, as a workforce that is successfully embedded at community level.

More specifically, some ALLIANCE members made the case for stronger referral pathways between statutory and third sector services, highlighting the importance that where services exist within the third sector, they are integrated to support people accessing care between sectors and providers.

### **Stronger integration between primary and secondary providers**

In relation to the renewal of statutory (NHS) services, members highlighted the need for stronger integration between primary and secondary providers, particularly as relates to data, care coordination and continuity amongst multidisciplinary providers. This integration is considered by members as essential to renewing our approach to service provision in a manner that ensures that chronic episodes are not treated as acute episodes and are instead cared for by a holistic system of care across the lifespan.

### **Flexibility in Digital First**

ALLIANCE members shared that where renewal presents opportunities for digital transformation it is essential that this accommodates flexibility and accessibility to support people to maintain strong access to care and prevent the exacerbation of health inequalities.

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# About the ALLIANCE

The Health and Social Care Alliance Scotland (the ALLIANCE) is the national third sector intermediary for a range of health and social care organisations. We have a growing membership of over 3,500 national and local third sector organisations, associates in the statutory and private sectors, disabled people, people living with long term conditions and unpaid carers. Many NHS Boards, Health and Social Care Partnerships, Medical Practices, Third Sector Interfaces, Libraries and Access Panels are also members.

The ALLIANCE is a strategic partner of the Scottish Government and has close working relationships, several of which are underpinned by Memorandum of Understanding, with many national NHS Boards, academic institutions and key organisations spanning health, social care, housing and digital technology.

Our vision is for a Scotland where people of all ages who are disabled or living with long term conditions, and unpaid carers, have a strong voice and enjoy their right to live well, as equal and active citizens, free from discrimination, with support and services that put them at the centre.

The ALLIANCE has three core aims. We seek to:

- Ensure people are at the centre, that their voices, expertise and rights drive policy and sit at the heart of design, delivery and improvement of support and services.
- Support transformational change, towards approaches that work with individual and community assets, helping people to stay well, supporting human rights, self management, co-production and independent living.
- Champion and support the third sector as a vital strategic and delivery partner and foster better cross-sector understanding and partnership.



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people at the centre