



Strengthening Our Collective Voice

Health and Social Care
Alliance Scotland
(the ALLIANCE)



Strategy 2023 – 2028



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About our 2023-2028 strategy

Our strategy is:

Ambitious:	Our priorities are designed to move us closer towards our vision. We believe the people of Scotland deserve ambition.
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Dynamic:	We use our vision to determine how we respond to the changing environment around us and our strategy can be adapted accordingly.
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Collaborative:	We recognise that people-led collaboration across sectors will deliver the best outcomes for Scotland.
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Our high-level strategy will help guide the ALLIANCE and the development of outcomes-focused programme, operational and work plans.

About the ALLIANCE

The ALLIANCE is the national third sector intermediary for health and social care, bringing together a diverse range of people and organisations who share our vision.

We work with our members and partners to ensure lived experience and third sector expertise is listened to and acted upon by informing national policy and campaigns, and putting people at the centre of designing support and services.

Since our formation in 2006, the ALLIANCE has built a strong and diverse membership of over 3,000 organisations and individuals. Our broad range of programmes and activities deliver support, research and policy development, digital innovation and knowledge sharing. We manage funding and spotlight innovative projects working directly with people, using their experience to find ways to improve wellbeing and support rights-based self management approaches.

Our vision

A Scotland where everyone has a strong voice and enjoys their right to live well with dignity and respect.

Our purpose

The ALLIANCE works to improve the wellbeing of people and communities across Scotland. We bring together the expertise of people with lived experience, the third sector, and organisations across health and social care to inform policy, practice and service delivery. Together our voice is stronger and we use it to make meaningful change at the local and national level.

Our aims

We aim to:

- Ensure disabled people, people with long term conditions and unpaid carer's voices, expertise and rights drive policy and sit at the heart of design, delivery and improvement of support and services.
- Support transformational change that works with individual and community assets, helping people to live 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 cross-sector understanding and partnership.



Our values

We are:

Inclusive:	We create spaces for people and organisations to come together as equals and engage meaningfully to ensure the voices of those with lived experience and the third sector are heard and acted upon.
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Participatory and empowering:	We embody person-led and partnership approaches and promote dignity, fairness and rights.
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Courageous:	We use our position, and the knowledge entrusted to us by those we represent, to challenge barriers and take action.
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Proactive:	We embrace change and are agile and dynamic to best respond to the needs of those we represent.
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Collaborative:	Together we are stronger, wiser and can make real change happen.
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Our strategic priorities

Our six strategic priorities for 2023-2028 are interrelated and mutually reinforcing.

They are:

- 1** Strengthen our collective voice.
- 2** Increase meaningful involvement and impact of people with lived experience.
- 3** Scale-up and embed successful development work.
- 4** Address health inequalities, focused on those who face multiple barriers.
- 5** Model and promote human rights in action.
- 6** Develop a stronger ALLIANCE.



The following sections set out in more detail the background, aims and objectives for each priority.

Strengthen our collective voice

Background

The ALLIANCE's members, partners and wider networks are central to our work and what we do. We bring together a unique cross-section of people across Scotland, including people with lived and professional experience, and organisations in the third, public and independent sectors.

We are committed to strengthen and tailor our member offer. The more expertise and diversity of voices we bring together, the bigger the impact we collectively have to influence significant and positive change.

Aim

The ALLIANCE is seen as a change leader that brings people and organisations together to improve outcomes across Scotland. All our work is considered action-oriented and outcome focused. Engagement with our networks always serves to advance our shared agendas and leads to positive impact on policy and practice.

Objectives

We will:

- Work with our members and continue to be a powerful voice, effecting positive change.
- Support our members to play an active role in informing, planning and delivering our work, and together we will continue to make a meaningful impact towards achieving our shared vision.
- Develop opportunities for member engagement and take forward suggestions and ideas that lead to action.
- Work to ensure our membership reflects the diversity of Scotland, and increase our numbers as more people and organisations become aware of our offer and impact.
- Strengthen the skills, knowledge and capacity of the third sector at strategic and operational levels through collective learning and development opportunities.



Increase meaningful involvement and impact of people with lived experience

Background

Achieving our vision and aims requires the meaningful participation of people with lived experience in decisions that affect their lives. We are committed to strengthen our work with people and communities with lived experience. We will take a progressive, rights-based approach to involvement, so that our work is informed by the free, meaningful and active participation of the diversity of disabled people, people with long term conditions and unpaid carers.

We view all people as equal, active agents, rather than passive recipients of services. Our work recognises the social, political, attitudinal and economic barriers faced by people and we use our influence and networks to tackle these at a national and institutional level.

Aim

Our work transfers the balance of power to people with lived experience to drive change, enable action and hold decision-makers to account and will cement our position as a go-to organisation for engagement with people with lived experience.

Objectives

We will:

- Lead on inclusive and diverse engagement with people with lived experience, members, partners, and decision-makers to design and deliver innovative and creative participatory approaches.
- Through our strategic partnerships, work to reduce the tokenistic involvement of people with lived experience in consultations, and increase investment in the expertise and value of the voices of lived experience.
- Co-produce a set of values and principles with our lived experience networks to outline what safe, rights-based, trauma-informed and impactful engagement looks and feels like. This will be embedded across all strands of our work and will determine the terms of external partnership work and commissioning.
- Harness our extensive networks to expand our understanding of the lived experience of people and communities across Scotland.



Scale-up and embed successful development work

Background

We want to take on something that has long been a challenge: embedding and scaling-up projects that evidence the potential to have a sustainable, positive impact on a much larger scale.

We will continue to invest in self management and rights-based, person-led development work and will rebalance the focus from generating pilot projects to investing in work that supports long term change.

We recognise the increasing importance of digital innovation in the delivery of health and social care, which makes a vital contribution to self management and enables more people to access the services they need. The ALLIANCE is ideally placed to tackle this challenge in Scotland, with our experience of front-line and strategic partnership work in health and social care.

Aim

The ALLIANCE has an established model for scaling-up and embedding projects that have demonstrated positive impact on health and wellbeing outcomes. We are a cross-sector leader, recognised as a vital organisation to partner with in order to embed sustainable change at scale. As a direct result of the approaches we have developed, several partnership projects which began as innovative pilots now operate nationwide, improving the wellbeing of people across the country.

Objectives

We will:

- Continue to develop approaches to understand and support innovation and improvement, whilst being strategic about where we focus efforts.
- Engage with work which is well-evidenced, fits our organisational strengths and purpose, and that we have the resources to support or lead.
- Identify the best way to communicate initiatives for maximum impact, invite applicants and attract new embedding partners.
- Work to generate resource investment partners and sponsors for these initiatives where relevant.



Address health inequalities, focused on those who face multiple barriers

Background

Addressing health inequalities is one of the greatest multi-sectoral challenges we face in Scotland. It should be recognised as the responsibility of every individual and organisation in a position to contribute.

We will focus our work where we can make the strongest contribution, and respond where there are gaps in the national effort. We will work to better understand and tackle the impact of health inequalities on disabled people, people with long term conditions and unpaid carers who also experience poverty, as well as focus on equal health and wellbeing outcomes for other seldom-heard groups.

Aim

The complex multiple barriers faced by underserved and particularly disadvantaged communities are now as well understood as those of other groups and receive the attention they deserve. We have dedicated resources across our programmes working to eliminate these barriers, have developed our approaches to ensure a strong voice for people from marginalised communities, and developed opportunities for challenge, partnership and impact in equalising health outcomes.

Objectives

We will:

- Work with relevant partners including members, organisations and people with lived experience to better understand the realities of facing multiple barriers to health and social care
- Devote resources to working with people to find sustainable, replicable ways to break down these barriers
- Raise the public profile of the issues faced by people who encounter multiple barriers to health and social care. Ensure overcoming these barriers is recognised as everyone's responsibility, not the duty of those experiencing the barriers.
- Maintain a focus on prevention throughout our work and through monitoring the extent to which investment and resources are prioritised into addressing the social determinants of health
- Partner with organisations working to address health inequalities, ensuring that people who face multiple barriers to health and social care are part of the conversation, and bringing our experience and networks to help explore complexity. We will widely communicate what we want to bring to others' work on health inequalities, highlighting our engagement with people with lived experience and our tested methods to realise meaningful change.

Model and promote rights in action

Background

Human rights are the basic rights and freedoms to which all humans are entitled. We are committed to not only champion human rights based approaches, but to lead by example, modelling and supporting the implementation of best practice. The ALLIANCE is well placed to help people who interact with Scotland's health and social care services to understand their rights and know what to do if those rights are threatened or denied. We also work with duty bearers – the people and organisations that deliver health and social care – to help them understand and fulfil their obligations. We believe that our role is to make the application of human rights in everyday life more accessible, and to use our collective voice to identify and channel human rights concerns to our strategic partners, committing resources to those whose rights are most at risk.

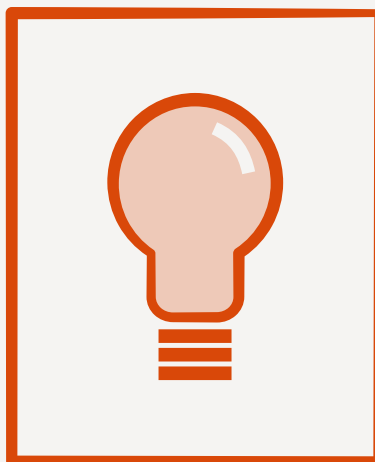
Aim

Our work contributes to a Scotland where people can name, claim and apply their human rights, and where public bodies understand their duties and are held accountable. We support our members and partners to take a human rights based approach in the work they do, and lead by example.

Objectives

We will:

- Use a human rights based approach to tackle health and social care policy priorities.
- Develop models and tools that clearly explain rights in practice and contribute to a Scotland where rights are meaningful and accessible.
- Continue to act as a collective voice for people whose rights are most at risk, and channel human rights concerns to our strategic partners who have a duty to respect, protect, promote, and fulfil human rights.



Develop a stronger ALLIANCE

Background

The ALLIANCE has evolved substantially since its inception, and now hosts a range of programmes delivered by a highly skilled workforce with diverse knowledge and experience. For the ALLIANCE to deliver its very best, we must prioritise our organisational development and ensure we cultivate a sustainable environment where all our people can thrive. We will continue to create a culture of ongoing learning and agile working, which will enable us to anticipate the changing needs of the sector and achieve sustainable impact through our focus on a common purpose.

Aim

The ALLIANCE's diverse teams work together dynamically to deliver our ambitious strategic outcomes and priorities. Our shared commitment to the organisation's vision and purpose enables the organisation and our people to thrive. Our values drive our work, culture, and inform decision-making. We are always aware of what's on the horizon and have the ability to respond at pace to newly identified gaps and issues in the health and social care landscape, recognising where we can make the most impact. Knowledge and creativity flow freely across the organisation, facilitating constant development. We are a future-focused organisation, always learning.

Objectives

We will:

- Find ways to capture and share our organisational knowledge, strengthening our development and reducing risk. We recognise that learning is an everyday, dynamic process for individuals and the organisation, and that a key part of this is having space for reflective practice, asking questions and challenging assumptions.
- Embed and model our values in all we do, challenging any behaviours and decisions which do not uphold them.
- Plan and devote resources for workforce development to ensure we have the right processes, structure and skills to align with our vision, values and purpose.
- Continue to deliver on our fair work commitments through implementing a progressive flexible working policy, carer positive scheme, and as a living wage and disability confident employer.
- Implement horizon scanning, which, combined with a dynamic, values-based strategy, will increase our resilience and responsiveness to volatility, uncertainty, complexity and ambiguity.
- Consistently engage in robust, ongoing and meaningful evaluation of our work and the organisation as a whole, enabling us to evidence our impact and reflexively learn.
- Ensure our governance respects the rule of law, human rights, best practice and effective participation, and underpins effective and sustainable use of resources.

Thank you for taking the time to read the ALLIANCE's 2023-2028 Strategy.

We are excited for the future, and what we can achieve together with people and partners across Scotland. If you want to learn more about our work, please get in touch with us or visit our website to find out more.

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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 3,000 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.



ALLIANCE
HEALTH AND SOCIAL CARE
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people at the centre



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