



Health and Social Care Alliance Scotland (the ALLIANCE)

ALISS Strategic Plan

2025 – 2028

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Introduction

ALISS – A Local Information System for Scotland – has existed since 2010. It operates as a programme within the Health and Social Care Alliance Scotland (the ALLIANCE) and has evolved through several iterations during its history.

The ALISS website is used by thousands of people on thousands of occasions each year, clearly meeting the needs of users from the general public, unpaid carers and professionals, seeking information on groups, services and activities within their communities, which can support their general wellbeing or to deal with specific issues that they are facing.

It has established itself, alongside Scotland's Service Directory (SSD), as one of the two largest initiatives of its type in a crowded and complex landscape. ALISS has achieved a significant level of success, and it is now considered by Scottish Government stakeholders to be a key master data source in the ecosystem in which it operates. However, there is further work to do to continue to develop both the ALISS website itself and the dataset it holds. The external environment has introduced many new opportunities and challenges, which drive the need for ALISS to continue its growth and demonstrate the significant value that its dataset delivers to users, the ecosystem it operates within and to the policy delivery needs of the Scottish Government.

This strategy sets out how ALISS will look to achieve continued growth and build on the strengths of its dataset to deliver value across Scotland in the 2025-2028 period.

About the ALLIANCE

The Health and Social Care Alliance Scotland (the ALLIANCE) is the national third sector membership organisation for the health and social care sector. We bring

together over 3,500 people and organisations dedicated to achieving our vision of a Scotland where everyone has a strong voice and enjoys the right to live well, with dignity and respect. Our members are essential in creating a society in which we all can thrive, and we believe that by working together, our voice is stronger.

We work to improve the wellbeing of people and communities across Scotland by supporting change in health, social care and other public services so they better meet the needs of everyone in Scotland. We do this by bringing together the expertise of people with lived experience, the third sector, and organisations across health and social care to shape better services and support positive change.

The ALLIANCE has three core aims.

We seek to:

- **Empower people with lived experience:** we ensure disabled people, people with long term conditions, and unpaid carers are heard and that their needs remain at the heart of the services and communities.
- **Support positive change:** we work within communities to promote co-production, self management, human rights, and independent living.
- **Champion the third sector:** we work with, support and encourage co-operation between the third sector and health and social care organisations.

The ALLIANCE is committed to upholding human rights. We embed lived experience in our work and aim to ensure people are meaningfully involved at every level of decision-making.

Working together creates positive, long-lasting impact. We work in partnership with the Scottish Government, NHS Boards, universities, and other key organisations within health, social care, housing, and digital technology to manage funding and develop successful projects. Together, our voice is stronger, and we can create meaningful change.

Positioning the 2025-2028 Strategy

Since the 2021-2024 ALISS Strategy was written, ALISS has achieved a position as a stable master data source for health, social care and community data, which currently provides underlying data for NHS Inform via Scotland's Service Directory (SSD), with integration with the Scottish Government's Digital Front Door initiative to

follow in the near future. There is now strong advocacy for ALISS within a number of Scottish Government directorates, which includes attendance at the ALISS Advisory Board forum.

There has been substantial change in the external environment since the last strategy was written, with significant pressures on Scottish Government budgets and the need for spending to demonstrate value delivery and Return on Investment (ROI). There is also recognition within the Scottish Government there is inefficiency and duplication of solutions and data sources in the health and social care ecosystem, which needs to be addressed to deliver required cost reductions. The dataset available through ALISS and the data management practices employed give ALISS a unique selling point and opportunity to deliver significant value for Scottish Government and the Scottish public with continued investment and development.

ALISS will continue to strengthen its master data source position during this strategy period. ALISS capabilities will allow for widening dataset parameters where there is a mandate and advocacy from Scottish Government and new needs are identified through managed horizon scanning. There will also be a continued focus on ALISS operating as a directory of services, rather than looking to expand to providing advice and guidance functionality through the ALISS website.

ALISS as a brand has gained strength and recognition, with focus needed to continue to promote and market this current brand rather than attempt a rebrand in this strategy period. The ALISS dataset provides its unique selling point. Focus needs to be on demonstrating where value is delivered, including where it can support cost savings across Scottish Government (including reducing data source duplication), how it is supporting the people of Scotland and how it supports and simplifies the wider ecosystem.

The need for horizon scanning has increased in importance given the fast-changing external environment, increasing the need for ALISS opportunities to be progressed to deliver value and ALISS threats to be mitigated. Supporting Scottish Government to drive increased advocacy and influencing for ALISS is essential to further enhance

the ALISS brand and enable more data to be sourced and more users of the dataset. There is also a need to increase the delivery of value through dataset analytics by providing deep opportunity insights to support Scottish Government policy direction. Opportunities will also likely exist for artificial intelligence (AI) to support data validation around data input, wider data management and ALISS search capabilities, including personalisation.

ALISS Vision

Our vision is that everyone in Scotland can access the information they need to help them live well.

ALISS Aims

We aim:

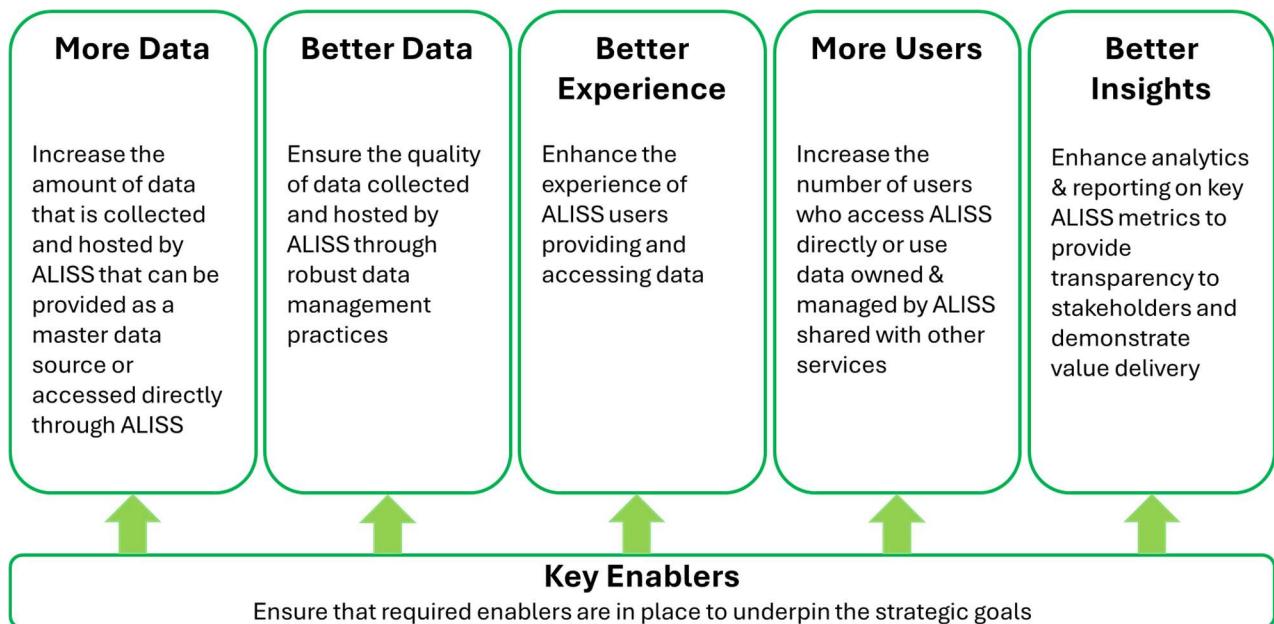
- To increase the availability and accessibility of information about services, groups, activities, and resources that can impact on the health and wellbeing of the people of Scotland, particularly those living with long term conditions, disabled people, unpaid carers and people facing disadvantage.
- To support people, communities, professionals, and organisations to share information on services, groups, activities and resources that can impact on the health and wellbeing of the people of Scotland.
- To thereby make a significant contribution to improving the health and wellbeing of the people of Scotland.

To achieve these aims, the ALISS programme:

- Provides a searchable web-based information platform, allowing users, both professionals and the general public, to locate relevant local, regional and national services, groups, activities and resources, particularly in the third sector.
- Provides and supports a growing number of alternative means of accessing this information through partner platforms via data sharing.
- Engages with people, communities, professionals, and organisations, to support and enable their sharing, and the co-production of, information about services, groups, activities and resources through ALISS and its partner platforms.
- Engages at a national level with decision makers in order to ensure ALISS keeps pace with developments in health and social care.
- Works to ensure that it maximises its use of advances in digital technology.

ALISS Goals and Objectives

A number of goals and associated objectives have been identified to outline the ALISS strategy. The goals are outlined in the diagram below and comprise of five core pillars, which are underpinned by key enablers.



Goal 1: More Data

Increase the amount of data that is collected and hosted by ALISS that can be provided as a master data source or accessed directly through ALISS

There are four objectives to enable the delivery of the More Data goal:

Objective 1.1: Increase Data Sourcing Promotion

Increase the promotion of ALISS as a master data source to external stakeholders, via routes such as the ALLIANCE's networks and Scottish Government advocacy

Current Position

There is activity currently undertaken to promote ALISS as a master data source that can be used to deliver value in many areas. The change in the external landscape whereby the Scottish Government need to drive cost reductions and remove duplication of services opens an opportunity to increase promotion activity to drive the move of bulk data held by a variety of Scottish Government funded organisations into ALISS to drive cost efficiency.

Target Position

Demonstrating an increase in promotional activity, targeting organisations that hold bulk data, leveraging ALLIANCE networks and Scottish Government advocacy and influencing, and examples of the subsequent move of bulk data sources into ALISS to deliver further value as a master data source.

Objective 1.2: Increase Data Sourcing Partnerships

Increase partnerships with external national and local, public and third sector organisations to obtain bulk data sources to import into ALISS

Current Position

Activity is currently undertaken to promote and attempt to secure data partnerships with external organisations that hold relevant organisation and service data. There is an opportunity to increase the focus and robustness in this area to support a push to agree the provision of bulk data into ALISS from a variety of external organisations. This would include the sourcing of data held in Scotland's Service Directory (SSD) that acts as a data source for NHS Inform. ALISS data is currently shared with SSD but there is no reciprocal agreement to share data with ALISS currently in place.

Target Position

The development of partnerships with third-party organisations for the supply of bulk data into ALISS, through formalising data agreements with external organisations. Bulk data to be migrated into ALISS will require assessment of each data source. The management of potential partnerships will be through a new Engagement Tracker tool available within the ALLIANCE. It is also a strategic aspiration within this goal to reach agreement for the sourcing of SSD data into ALISS to increase the value that can be delivered.

Objective 1.3: Increase Data Via Crowdsourcing

Increase the organisation and services data input directly into ALISS and the number of organisations whose information is provided manually by others acting as Editor users

Current Position

The principle of building organisation and service data in ALISS through crowdsourcing has been fundamental to its development and it is intended that this should continue to be the case. This will continue to enable professionals and members of the public to provide organisation and service data via the ALISS website.

Target Position

With the intention to continue to increase data within ALISS via the crowdsourcing route, as well as the separate route of securing bulk data sources for ALISS, there is the need to continue to focus on ensuring that the data can be provided as simply as possible whilst still ensuring data quality. The next strategic period will continue to

progress data input improvements through the ALISS website, including supporting users with improved data validation and the ability to select and map services against a ward as well as an area when creating an organisation and services entry in ALISS.

Objective 1.4: Widen Data Coverage

Widen the coverage of data collected and hosted in ALISS both in terms of the types of data and the range of data items for organisations and services.

Current Position

ALISS currently collects and holds a wide range of data items for organisations and services across different types of service sectors, which has positioned ALISS well as a master data source.

Target Position

There is the potential for ALISS to deliver greater value to the wider ecosystem, the Scottish public and the Scottish Government through extending both the range of data items held and the scope of service sectors. Extending the scope of service sector data held in ALISS will require discussion and the advocacy of the Scottish Government, which can be progressed where opportunities are identified for ALISS to deliver greater value. Extending the range of data items also enables greater value to users of ALISS itself or users of other services that utilise ALISS data as a master data source. The strategy intends to progress the ability to capture, hold and maintain additional data items such as charity numbers, professional accreditations, certifications, logos, ALLIANCE Self-Management Awards, ALLIANCE Self-Management funded projects, What Three Words location, etc. There is also the intention to investigate how capacity information for services can be captured and maintained so that users considering the use of a service can understand whether there is current availability.

Goal 2: Better Data

Ensure the quality of data collected and hosted by ALISS through robust data management practices.

There are four objectives to enable the delivery of the Better Data goal:

Objective 2.1: Reduce Ecosystem Data Duplication

Reduce the amount of data sources, their associated costs and data inconsistency issues in the wider ecosystem through increased data hosting and data management via ALISS.

Current Position

There is currently a wide range of sources holding similar data to ALISS, in particular at a local level across Scotland. These data sources are typically funded by Scottish Government, who recognise that there are cost reduction, data simplification and data management opportunities from reducing data duplication in the ecosystem.

Target Position

The strategy targets improvements to the wider ecosystem in which ALISS operates through the reduction in different data sources and therefore reduction in data duplication through the migration of data sources into ALISS as a master data source. There is a need for Scottish Government to support the influencing of local organisations to migrate data into ALISS and reduce the maintenance of smaller local solutions. This provides wider benefit to Scottish Government initiatives such as Digital Front Door, which will be able to access a wider range of data within ALISS and reduce the number of data sources that may need to be integrated. To support

this objective, there will be a need to introduce specific reporting measures that can provide transparency to Scottish Government around the reduction in data sources in the ecosystem and the associated value.

Objective 2.2: Increase Data Consistency

Improve the consistency of data on the ALISS system so that it meets the needs of and supports effective searches by users either in ALISS or other directories

Current Position

The consistency of services data on ALISS has continued to progress over time. There are further opportunities available to increase the consistency of service data for users so that greater granularity of search results is provided.

Target Position

This objective targets improvements to the management of service areas to provide greater granularity of local services for users. This involves improvements to the local service area mapping, mapping services to local authorities, wards and postcodes and the maintenance of this mapping data. In addition, this objective will progress delivery of the location report in ALISS showing services by location and postcode area.

Objective 2.3: Increase Data Accuracy

Ensure that the information contained on ALISS is as accurate and up to date as possible through regular data audits, resolution of issues and increasing data ownership and responsibility through Claimed users.

Current Position

Given the historical crowdsourcing approach to sourcing data in ALISS, the need to monitor and maintain data accuracy has been a core focus of ALISS operations. Existing processes are in place to monitor data accuracy and resolve issues where required. The different user roles, their permissions and how they are managed also impact on the level of data accuracy. There are further opportunities to increase the level of data accuracy within ALISS to continue the continuous improvement in this area.

Target Position

There is the opportunity to continue to improve the general administration of ALISS operations. A review of the approval process for approving organisation and service data entries is planned with the aim to identify any required enhancements in order to increase the robustness of the process. Further enhancements to the audit log are also planned following initial delivery of this capability in 2024.

Continuing to enhance user account management processes is also a key focus. Improvements can be progressed to the visibility and management of user accounts, with a view for administration users planned to see user activity within ALISS utilising audit log data. A review of the current user roles, permissions and associated processes will identify further improvements needed now that the maturity of ALISS has increased further. Also planned are a process for Editor handover to a required Claimant, potential changes to Editor accounts for users with different purposes, e.g. users doing one off mapping who wish to add info but not to maintain it, as opposed to users who want to gather and manage smaller amounts of info on a more ongoing, regular basis, such as sign-posters. A continued focus on increasing the volume and capability of Claimed users is also vital to increasing data accuracy, with the potential to extend training to the Claimed user group in addition to the current Editor user group training.

Objective 2.4: Enhance data management

Enhance data management practices to ensure ALISS data is managed as an asset for the wider ecosystem and its stakeholders.

Current position

The data held by ALISS is the core asset of the system and provides value to its users and wider ecosystem. Data management practices and associated processes have developed over time as the data volumes and complexity have continued to increase and ALISS has continued to mature into a master data source. Robust processes are in place to analyse the data in ALISS to assess the quality of data and identify issues requiring intervention through cleansing and maintenance. Given the criticality of the data and the value that this can deliver it is essential that data management practices continue to mature and be enhanced to meet emerging needs.

Target position

There is the opportunity to continue to improve the holistic approach to managing data within ALISS, strengthening data management processes to ensure 'data as an asset'. This includes a clear model for data ownership around accountability and responsibilities for the maintenance of data to required quality levels, with includes user roles creating and maintaining organisation and service data, external organisations providing bulk data and the ALISS team itself. Ongoing management of the ALISS data architecture, including the current and required data models and structures, and definition and maintenance of required data standards required by ALISS will become increasingly important as ALISS data is consumed and used by external systems such as Digital Front Door.

As part of the strategy, consideration will be given to implementation of a governance model for ALISS 'data as an asset', ensuring accountability for ALISS data and supporting increased trust in ALISS data. Consideration should also be given to a specific data management role and responsibilities within the ALISS team or allocation of responsibilities across existing roles to ensure the implementation and

effectiveness of enhanced data management processes for ALISS. This will be required as data volumes increase through delivery of the ALISS strategy.

Goal 3: Better experience

Enhance the experience of ALISS users providing and accessing data.

There are five objectives to enable the delivery of the Better Experience goal:

Objective 3.1: Utilise ALISS use analytics

Identify and confirm changes to the ALISS system or data that would improve user experience through the effective use of analytics underlying the website.

Current position

Analytics are currently available to the ALISS team providing insights into the use of ALISS. There is the potential to exploit these further to identify improvement opportunities.

Target position

It is the intention to formalise using the ALISS use analytics that are available to identify potential opportunities for improving the user experience. This will be one input into identifying user experience continuous improvements in conjunction with utilising user feedback.

Objective 3.2: Utilise user feedback

Identify and confirm changes to the ALISS system or data that would improve user experience through user feedback received through the ALISS website itself, user forums or user research.

Current position

There are some existing approaches to obtaining and utilising user feedback to identify ALISS improvement opportunities. These include the ability to submit suggestions through the ALISS website that are picked up and assessed by the ALISS team. User research is also conducted when appropriate to test specific improvement ideas with ALISS users.

Target position

The strategic intention is to continue to develop the ALISS user community in order to obtain and utilise user feedback, with the development of approaches to build and maintain a community of ALISS users. A user forum in ALISS will provide a mechanism to extend the user community and obtain feedback. The continuation of user research to focus on specific improvement ideas will remain as a key mechanism for user feedback. The development of user case studies could demonstrate user experience improvements delivered from user feedback and reinforce that user feedback is actioned.

Objective 3.3: Increase accessibility

Increase accessibility features on the ALISS website to ensure users additional needs are met.

Current position

Accessibility features and user guidance are available through ALISS to ensure that users can use the website and get value from it. The strategy will look to progress further opportunities in this area.

Target position

The strategy will continue to improve functionality available via the ALISS website to support users with additional accessibility needs. This includes potential enhancements to the existing Alexa voice app to improve usability and the use of automated alt text that can serve as a descriptive backup for images where images have been uploaded for organisation and services listings.

The strategy will also continue to improve guidance for ALISS users to enable easier access and more widespread use of functionality provided by the ALISS website. This will include a simplification review to assess the wording and terminology used within ALISS to identify opportunities for simplification and removal of jargon. There is also the need to increase the prominence of the ALISS Help Centre for easier access and for users to increase self-help.

Objective 3.4: Ensure experience consistency

Ensure users receive a consistent experience when using the ALISS website across different devices, i.e. desktop, tablet and mobile

Current position

The ALISS website is available via web browsers on desktop, tablet and mobile devices. At the present time there are inconsistencies with the experience depending on the device type being used.

Target position

There is the need to consider requirements for different devices to ensure the same user experience when using the ALISS website. In order to ensure consistency across devices, the implementation of responsive design will be progressed, which will allow the ALISS website to render on all devices and screen sizes by automatically adapting and resizing to the screen.

Objective 3.5: Improve search capability

Improve the user experience when searching for information and getting results on the ALISS website

Current position

The ability for users to get search results that meet their needs is critical to the success of the ALISS website when users come through this route to access ALISS data. Significant work has been progressed over the years to continually improve the ALISS search capability. The intention of the strategy is the continuation of these improvements, especially as new technology options emerge to support this.

Target position

Given the criticality of the search capabilities in the ALISS website there is scope for continual improvement to the user experience. Improvements to the management of service categories will enable better granular local search results, which will be enabled by periodic reviews of categories and levels to ensure the latest required position with impact assessment activity to understand the impact on the ALISS website, ALISS API (application programming interface), analytics and reporting.

Improvements to the search functionality providing search results to users within the ALISS website will be progressed. This includes the potential for the full implementation of the Connecting You Now AI Assistant, providing search results via a map view, enhancing search functionality with autocomplete, spell-check and suggestions that guide users to the right categories, provision of a schedule of when services are available via an ALISS Diary, enhancement of search filters available to users, the capability for users to rate search results based on relevance and reliability, and the potential capability for users to generate a referral request to an organisation or service held on ALISS, so that the user can be contacted by the organisation/service provider.

There is also the potential for emerging technologies such as artificial intelligence (AI) to enable increased personalisation of search results for users as well as other features on the ALISS website. The potential solutions and value of increased personalisation for users require detailed discovery activity prior to any implementation, but the opportunities in this area are a feature of the strategy.

Goal 4: More users

Increase the number of users who access ALISS directly or use data owned and managed by ALISS shared with other services.

There are five objectives to enable the delivery of the 'More users' goal:

Objective 4.1: Increase data usage promotion

Promotion of ALISS as a master data source for the use of professionals and the Scottish public.

Current position

Promotion to increase the use of ALISS data and use of the ALISS website is conducted via marketing activity such as television and social media advertisements. In order to increase the usage by end users marketing activity and supporting processes needs to be increased.

Target position

An increase in ALISS data usage promotion via marketing activity requires the development of new capabilities, processes and tools to market the ALISS product and increase awareness and usage. An ALISS marketing plan, budget allocation and ownership of ALISS marketing activity will formalise the required approach, with the potential need to access marketing consultancy for specific supporting expertise. There is the need to extend the marketing channels to enable email and social media marketing in addition to the continuation of television marketing. It is also envisaged that there may be the need to introduce marketing campaign

management capabilities, processes and tools as the marketing effort gets more complex.

Objective 4.2: Increase data sharing partnerships

Increase partnerships with external organisations to provide ALISS data through data sharing, including through Scottish Government advocacy.

Current position

ALISS data is currently available to share with organisations via the ALISS API, which is open and public. Data is specifically shared with the Scottish Service Directory (SSD) that provides source data for NHS Inform through this route. There is also planned future use of ALISS data sharing with the Scottish Government's Digital Front Door initiative. At present there is limited formal activity to actively seek out further partnerships with organisations and establish data sharing agreements to share ALISS data in order to increase data usage and the associated delivery of value from this.

Target position

The development of a number of partnerships with external organisations for the sharing of bulk data from ALISS and subsequent use of ALISS data, through formalising data agreements. This should include a commitment to provide feedback on use and outcomes from ALISS data. This does not impact the general principle of ALISS data being open and available for use by anyone.

Objective 4.3: Increase ALISS API data sharing

Enable data sharing with more organisations through the ALISS API and monitor the value being delivered by ALISS data.

Current position

ALISS data is currently available to share with organisations openly via the ALISS API. There are currently no control processes to understand who is using the API to access ALISS data, why they are using it and for what purpose. The value being delivered from the onward use of ALISS data is also not currently understood.

Target position

There is a need to increase the sharing of ALISS data via the API in order to increase users of the ALISS data and deliver greater value. This strategic objective looks to improve data sharing processes supporting external organisations accessing and using ALISS data via the API. There will be a need to enhance the existing API if changes are made to the underlying ALISS data architecture such as the addition of new data items or changes to service categories, etc. An interface specification should be maintained following API changes as good practice and for sharing with ALISS API users. A new process is required to provide an understanding and tracking of the ALISS API usage in parallel with increasing data sourcing partnerships.

Other specific planned enhancements that will increase the value of consuming data via the ALISS API are enhancements to the existing capability to provide datapoints and JavaScript code in order to generate customisable map views of services at the data consumers end, and the capability to export relevant data for reporting or partnership purposes supporting ad hoc requests for customisable data exports.

Objective 4.4: Integrate with Digital Front Door

Implement the integration of ALISS data with Digital Front Door to deliver wider value.

Current position

There is no current integration in place with the new Scottish Government Digital Front Door initiative, which is in the early stages of its development.

Target position

Implementation of required integration with the Digital Front Door initiative to enable ALISS data sharing and the use of ALISS as a master data source. The use of ALISS data through the Digital Front Door will increase the value being delivered to the wider ecosystem.

Objective 4.5: Support digital literacy and inclusion

Demonstrate ALISS approaches to support increased digital literacy and inclusion.

Current position

There are no specific activities to support digital literacy and inclusion related to ALISS.

Target position

There is the opportunity to promote and support digital literacy and inclusion in the context of ALISS to aim to increase usage with a wider audience. The potential to undertake initiatives to promote digital literacy and inclusion with the Scottish public and increase the usage of ALISS should be explored as part of the wider strategic approach to increase users. The proposed Minimum Digital Living Standard for Scotland will be considered to underpin the design and delivery of ALISS to broaden accessibility for those who are excluded.

Goal 5: Better insights

Enhance analytics and reporting on key ALISS metrics to provide transparency to stakeholders and demonstrate value delivery.

There are two objectives to enable the delivery of the Better Insights goal:

Objective 5.1: Increase ALISS transparency

Increase the transparency around ALISS activity for external stakeholders.

Current position

There has been significant recent effort to provide increased transparency for ALISS external stakeholders. This has included the development of a Key Performance Indicator (KPI) model, establishing monthly KPI tracking and the introduction of some initial KPI reporting to the ALISS Advisory Board and Scottish Government.

Target position

There is a need to continue the progress made in this area to further increase the transparency around ALISS activity for external stakeholders. There will be the need to enhance the current KPI model to support new considerations introduced by this current strategy. In turn, this will require the enhancement of current ALISS reporting to enable greater use of key measures to demonstrate activity and provide transparency.

Objective 5.2: Demonstrate value delivery

Demonstrate the value that is being delivered by ALISS to external stakeholders, including deep insights via analytics to inform Scottish Government policy direction.

Current position

There is currently no formal process in place to demonstrate the value delivered by ALISS that can provide transparency around the Return On Investment (ROI) from Scottish Government funding.

Target position

Improvements to analytics processes allowing better insights into ALISS will be progressed. This includes developing value delivery insights for external stakeholders, and primarily the Scottish Government directorates, around value delivered by ALISS. Associated with this is looking to progress analytics for the usage of the API (currently underway) and of services following on from signposting by ALISS. There will be a need to collect outcome data from service providers through an agreed mechanism to support this and there is also an aspiration to measure the ripple effect of the wider positive impact across society rather than just individual impacts. There is also the intention to explore the potential to provide wider ecosystem insights, which would be the production of valuable insights from the ALISS data that can inform Scottish Government directorates and support the shaping of policy direction.

The ambition around the greater use of analytics and the need to deep understanding from the ALISS data may require future business intelligence expertise from outside of the ALISS team as a potential outsource service.

Goal 6: Key enablers

Ensure that required enablers are in place to underpin the strategic goals.

There are four objectives to enable the delivery of the Key Enablers goal:

Objective 6.1: Embed horizon scanning

Ensure that robust horizon scanning processes are embedded for ALISS to identify external drivers that ALISS needs to address in order to deliver increased value.

Current position

It is essential to understand what is happening in the external environment through horizon scanning to identify opportunities and threats for ALISS as this can enable greater value to be delivered to the wider ecosystem or mitigate emerging risks. At present, horizon scanning discussions are held at the ALISS Advisory Board.

Target position

Given the importance of horizon scanning there is a need to formalise and embed the process around it to improve the management controls for ALISS. This will involve extending the available channels to perform horizon scanning in addition to the existing ALISS Advisory Board discussions and robust capture and management of emerging opportunities and risks. In turn this should flow into opportunities to demonstrate ALISS value delivery to external stakeholders.

Objective 6.2: Identify technology/AI opportunities

Identify digital technology/AI advances that can deliver continued ALISS improvements to data sourcing, data management and serving information to users.

Current position

An informal process exists currently largely involving conversations with technology providers around various topics.

Target position

As per the wider horizon scanning objective outlined above, technology horizon scanning is equally important to identify technology related opportunities and risks. This should also be formalised and embedded together with the wider horizon scanning processes, although different routes for engaging with technology focused stakeholders are envisaged. Given the likely opportunities for the use of AI technology to deliver significant value in the near future, this technology related objective requires specific focus.

Objective 6.3: Enhance ALISS management processes

Continued enhancement of required management processes enabling ALISS, e.g. cyber security, technology infrastructure and support, change management approaches, supplier management, team recruitment and retention.

Current position

As ALISS has continued to develop, required management processes have been implemented to ensure the continued operation of the service. As further change and growth is expected with ALISS over the next strategy period, continued improvement and enhancement of management processes will be progressed.

Target position

It is expected that there will be a need to enhance ALISS management processes across a variety of areas. Improvements to processes enabling the effective support of the ALISS application and its underlying technology infrastructure will be essential, particularly in terms of scalability of technology to respond to increased volumes of data and usage. It is also expected that there will be a need to manage an increasing number of suppliers that provide supporting application and technology capabilities for ALISS, requiring more robust supplier management processes, particularly in ensuring that versions of applications and technology used are within support. Improvements to security is a key consideration for ALISS, ensuring security solutions continue to be fit for purpose and introducing new security capabilities when driven by new capabilities, e.g. the use of 2-factor authentication for user login in conjunction with user personalisation.

Continuous improvement to user training processes will be required to improve user awareness, education and skills on an ongoing basis, particularly as usage of the ALISS website and data increases. Ensuring that critical operational processes are understood and documentation is maintained is also essential, with the development of an Operational Handbook a feature of this specific objective.

Objective 6.4: Improve ALISS communications

Improve communications to ALISS users and stakeholders through various communication channels.

Current position

Communications to ALISS users is essential to ensure engagement and achieve a range of objectives set out above. There is now the capability for the ALISS team to

manage email communication campaigns through a recently delivered email management capability, including the use of standard templates for specific purposes.

Target position

Building on the latest position, there is now the potential to improve ALISS related communications to users via the email channel, targeting specific topics and user types. It is also planned that ALISS newsletters can now be issued to users on a regular basis. Email will be the primary method of direct user communication for ALISS, but this will be complemented through the use of social media channels (Facebook, Instagram, Twitter/X, LinkedIn).

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