

# Health and Social Care



The Scottish  
Government  
Riaghaltas na h-Alba

## Refreshing the Health and Social Care Alliance Scotland and Scottish Government Partnership Agreement: External Review



**REFRESHING THE HEALTH AND SOCIAL CARE  
ALLIANCE SCOTLAND AND SCOTTISH  
GOVERNMENT PARTNERSHIP AGREEMENT:  
EXTERNAL REVIEW**

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## **EXECUTIVE SUMMARY**

### **About this report**

This report sets out the findings from an independent review of the ALLIANCE, and aims to inform the future development of the ALLIANCE's relationship with the Scottish Government. The review has mainly gathered and analysed stakeholder views on the impact of the ALLIANCE, its future role, and the strengths and weaknesses of the current working and funding model with the Scottish Government.

The review involved an initial analysis of existing monitoring and evaluation material provided by the ALLIANCE. ALLIANCE members were involved through an online survey (which received ninety-nine responses) and thirteen telephone interviews. We also carried out interviews with: five ALLIANCE staff members; two Board members; eleven individuals with a sponsorship responsibility for the ALLIANCE (from the Scottish Government and the Joint Improvement Team); and nine representatives from organisations with a strategic policy interest in health and social care.

### **The Impact of the ALLIANCE**

ALLIANCE members who engaged in the review were very positive about the impact of the ALLIANCE. Their feedback suggests the ALLIANCE has effectively communicated policy developments to them, and successfully ensured their views were gathered and heard. Those who had used Hub facilities provided by the ALLIANCE were positive about these.

The ALLIANCE carries out a very wide range of activity to support the development of policy and legislation relating to aspects of health and social care. Members, policy stakeholders and sponsorship representatives felt that the ALLIANCE had had a significant impact on the awareness of long-term conditions and self management. They felt it has had a very influential role in shaping policy – particularly in relation to self management, person centred approaches and third sector involvement in health and social care. Stakeholders from all groups were generally very positive about the ALLIANCE's ability to provide a voice for people with lived experience of long-term conditions.

The ALLIANCE has also delivered a range of activities to support people who deliver services and those who receive them. They work with other organisations to develop publications, resources, events and direct support programmes.

Member views and existing evaluative evidence indicate that the Self Management IMPACT Fund has had a significant impact on the work of third sector organisations involved in self management. In particular, separate evaluation work commissioned by the ALLIANCE suggests the fund has enabled organisations to develop new and existing programmes, and demonstrate the value of these.

## **The Role of the ALLIANCE**

During the review members, policy stakeholders and sponsorship representatives clearly felt that the ALLIANCE has had a valuable role as a national intermediary involved in health and social care. In particular, they drew attention to its role in representing the interests of third sector organisations which focus on long-term conditions and people with lived experience.

Stakeholders felt that the ALLIANCE had a number of key strengths. In particular: its expertise in person centred approaches; its strong connection with its members; its ability to provide a strong voice for its members and people with lived experience; its high profile with the Scottish Government; and its strong focus on health and social care.

During the research, we at times encountered a lack of understanding of the ALLIANCE's remit and scope. Stakeholders highlighted potential risks and concerns that the ALLIANCE may wish to consider – mainly related to the breadth of activities it undertakes, its connection to its membership as it grows in size, and (real or perceived) conflicts relating to its funding relationship with the Scottish Government. The authors of this report concluded that these were mainly issues for the ALLIANCE to be mindful of in the future, as it continues to develop. The authors also believe that some of these concerns could be overcome through further communicating how specific programmes and projects relate to its overarching role and strategic focus.

Generally, stakeholders wanted the ALLIANCE to continue in broadly the same role in the future, with many proposing it should continue to deliver broadly the same types of activities it has in recent years.

Many of those we spoke with were positive about their experience of working with the ALLIANCE. Policy stakeholders and sponsorship representatives emphasised the ongoing need for intermediaries involved in health and social care to work together. The review highlighted that the Scottish Government can potentially support this joint working at a national level.

Sponsorship representatives, policy stakeholders and members felt that the ALLIANCE has an important role in supporting the delivery of the Government's 2020 Vision for Health and Social Care in the future. In particular, they wanted to see the ALLIANCE work to ensure that people who access services have a strong voice, and person centred care is put into practice. They wanted to see the ALLIANCE continue to work with other intermediaries involved in health and social care to ensure the role of the third sector in health and social care is further developed. There was also support for the ALLIANCE to have an ongoing role in the integration of health and social care.

## **Funding Relationship with the Scottish Government**

The ALLIANCE receives a core grant of £700,000 each year from the Scottish Government. In addition, it is currently funded to provide a range of specific projects and activities. During 2013-14 this project income totalled £2,474,218. The ALLIANCE also manages the £2 million per year Self Management IMPACT Fund on behalf of the Scottish Government.

Sponsorship representatives had many positive views about working with the ALLIANCE. They spoke of it being a flexible, responsive organisation, which had supported progress in a number of policy areas.

The varied sponsorship approaches and processes currently in place with the Scottish Government are complex, and resource intensive to manage. There was broad support for moving towards a new, more strategic partnership agreement between the two organisations, and an associated streamlining of current funding and sponsorship processes. It was felt that this would support the ALLIANCE to clarify how different activities relate to its core outcomes, and allow it to plan, monitor and report in a more outcomes-focused way.

## **Recommendations**

This report sets out a number of recommendations for the ALLIANCE and the Scottish Government including:

- **A joint Strategic Partnership Agreement** – This would be an accessible, high level document which we suggest covers a three year period. This document should set out how the two organisations will work together; outline strategic outcomes for the ALLIANCE; provide a framework for understanding performance; and clarify the role and broad activities of the ALLIANCE.
- **An annual planning and financial cycle** – This would underpin the Strategic Partnership Agreement. The report recommends this will involve an annual activity plan and associated processes for agreeing and managing funding.
- **Consolidating funding** – The report recommends that the Scottish Government explores the opportunities to consolidate individual programme funding streams into the ALLIANCE's core budget, where there is a genuine need for projects or programmes to continue through the life of the Strategic Partnership Agreement.
- **Rationalising programme governance, planning and reporting** – It is recommended that the Scottish Government works with the ALLIANCE to rationalise the programme and core governance, planning and reporting requirements attached to funding. This should improve consistency and clarity, and support more outcomes-focused reporting.
- **A more strategic approach to developing new projects and programmes** – The Scottish Government should continue to develop its approach to commissioning in a strategic way with the ALLIANCE, and potentially other organisations.

# 1. INTRODUCTION AND METHOD

## About this section

- 1.1 This section provides introductory information about the ALLIANCE, its role and remit, and its relationship with the Scottish Government. It also includes a description of the methodology for the review.

## About the ALLIANCE

- 1.2 The ALLIANCE is a national third sector health and social care intermediary organisation. Under its original title – the Long Term Conditions Alliance Scotland – it was established in 2006 by a group of third sector organisations with support from the Scottish Government. At that time, the key members were largely third sector organisations which focused on single long-term conditions. Its first major policy responsibility was to develop the Self Management Strategy for Scotland, which was published in 2008<sup>1</sup>.
- 1.3 Over time, the organisation has broadened its remit, membership and activities. To reflect the changes to its role and the landscape in which it operates, it changed its name to The Health and Social Care Alliance Scotland, and became known as the ALLIANCE, in 2012.
- 1.4 The ALLIANCE's current stated aims are 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; and
  - champion and support the third sector as a vital strategic and delivery partner and foster better cross-sector understanding and partnership.
- 1.5 The ALLIANCE:
- works with a range of people and organisations to influence the development of policy and practice in health and social care;
  - delivers a range of specific projects and programmes which relate to disability, long-term conditions, person centred and rights based approaches, and strengthen the role of the third sector in health and social care; and
  - manages the £2 million a year Self Management IMPACT Fund for the Scottish Government.

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<sup>1</sup> "Gaun Yersel", The Self Management Strategy for Long Term Conditions in Scotland available at <http://www.gov.scot/Publications/2008/10/GaunYersel>



- 1.6 Since it was established in 2006, the organisation has broadened and increased its membership substantially. It now includes members with interests in long-term conditions, disability, mental health, older people and unpaid carers.
- 1.7 The ALLIANCE had 728 members in September 2014. The membership base is now very diverse, and includes:
- grassroots and user led organisations;
  - health and social care providers;
  - disabled people, people living with long-term conditions and unpaid carers; and
  - health and social care professionals, academics and policy makers.
- 1.8 A list of the organisations which are members or associate members of the ALLIANCE is included as Appendix one.
- 1.9 The ALLIANCE is described as a strategic partner of the Scottish Government and has close working relationships with national health and social care bodies. At a national level it sits on a number of different strategic forums and groups.

### **Rationale for the review**

- 1.10 The ALLIANCE has had a Strategic Partnership Agreement in place with the Scottish Government since 2008.
- 1.11 The ALLIANCE has established a wide range of new projects and programmes over recent years, many of which are sponsored by different teams within the Scottish Government. This has created a complex picture of funding streams - and different financial processes, governance and reporting arrangements. Currently, the Scottish Government provides three main elements of funding to the ALLIANCE:
- **Core funding** – This supports the running costs of the ALLIANCE, including accommodation, and associated overheads. It allows the ALLIANCE to employ core staff to manage its extensive work on: consultation and engagement; events; communications and policy development; membership activities; the Self Management IMPACT Fund; and the Hub. The current Strategic Partnership Agreement provides a basis for this funding.
  - **Various programme or project funding streams** – the ALLIANCE has a number of specific funding relationships with the Scottish Government. These have been developed in response to needs identified by the ALLIANCE or the Scottish Government, or as part of wider funding programmes. In some cases, funding comes from more than one area of the Scottish Government to support a project or programme.
  - **Self Management IMPACT Fund** – the ALLIANCE administers this grant programme on behalf of the Scottish Government. The fund

makes £2 million per year available to third sector organisations delivering self management work. The costs of running the programme are met by the core funding provided by the Scottish Government.

- 1.12 To better support the ALLIANCE activities and long term planning, the Cabinet Secretary for Health and Wellbeing has proposed a move to a refreshed, three-to-five year outcomes-focused Strategic Partnership Agreement. It was proposed that this partnership agreement would be underpinned by consolidated funding that brings a range of currently separate projects and programmes within the ALLIANCE's core funding grant. The Scottish Government and the ALLIANCE are now undertaking a partnership process to review their relationship, to enable a refreshed partnership agreement and funding model to be progressed.
- 1.13 In July 2014 we (ODS Consulting) were appointed to carry out an independent review of the ALLIANCE. In particular, we were asked to:
- assess the ALLIANCE's impact to-date;
  - assess stakeholder perceptions of the ALLIANCE;
  - provide reflections on the ALLIANCE's future role in delivering the Scottish Government's 2020 Vision;
  - provide insights on the strengths, weaknesses and challenges of the current and proposed future working arrangements and funding model; and
  - provide insights to inform a refreshed outcomes-focused Strategic Partnership Agreement.

## Methodology

### *Our approach*

- 1.14 As part of this review we gathered and reviewed a range of diverse evidence. Our activities included:

- **an inception meeting with the Research Advisory Group (RAG)** on 4 August 2014, when we discussed and agreed the methodology for the research with representatives from the ALLIANCE and Scottish Government;
- **a desktop review** of existing monitoring and evaluative information on specific ALLIANCE projects and programmes;
- **an online survey with ALLIANCE members;**
- **telephone interviews** with a number of ALLIANCE members (identified from a short list provided by the ALLIANCE, and based on interviewee categories agreed by the RAG), ALLIANCE staff and Board members, sponsorship representatives from the Scottish Government and Joint Improvement Team, and representatives from strategic organisations involved in health and social care in Scotland;
- **a review workshop with the Research Advisory Group** on 18 September 2014, where we shared initial findings, and discussed emerging issues and priorities; and

- a workshop with key ALLIANCE staff on 25 September 2014 to identify draft strategic outcomes for the ALLIANCE's Scottish Government funded activities.

1.15 We developed and consulted with the RAG on the draft survey and a series of semi-structured discussion guides for the interviews. We prepared a covering email with a link to the online survey, which the ALLIANCE issued to its members. This explained the purpose of the research and how information gathered would be used.

1.16 The field work for the review was carried out during September 2014.

1.17 The table below provides an overview of the evidence we gathered as part of the process, and the topics we explored.

**Table 1.1 Evidence sources for the review**

Review activity	Evidence source	Topics explored		
		Impact of the ALLIANCE	Future role	Funding model
Desktop review	Existing monitoring and evaluative material	✓		
Online survey of members	Issued to 728 members 99 completed	✓	✓	
Member interviews	13 interviews with members	✓	✓	
ALLIANCE interviews	5 senior staff and 2 Board members	✓	✓	✓
Sponsor interviews	Discussion group and 3 interviews involving 9 Scottish Government staff and 2 representatives from the Joint Improvement Team	✓	✓	✓
Policy stakeholders	9 interviews with representatives from organisations with a strategic policy interest in health and social care in Scotland: Health Scotland; Coalition of Care and Support Providers in Scotland; Voluntary Action Scotland; Evaluation Support Scotland; SCVO; COSLA; 1 Scottish Government representative and 1 JIT representative (without sponsorship responsibility); 1 Health and Social Care Partnership	✓	✓	

## **Profile of survey respondents**

1.18 The online survey of members gathered information about the people and organisations responding. Of those who provided this information:

- Over half (58%) of responses were from organisations, 17% were from 'Professional Associates' and 25% were from individual people.
- Almost one third (31%) indicated that they were best described as a 'professional working in health or social care'.
- In addition, 28% stated they were from 'a third sector organisation which provides services to people with long-term conditions or disabled people' and 17% of respondents were from 'third sector organisations which represent the needs of people with long-term conditions'.
- A very small proportion of respondents were from the private sector (4%) or a public sector organisation (2%) providing services to people with long-term conditions.
- Thirteen percent of respondents were individuals with lived experience of long-term conditions or disability.
- Organisations of different sizes were represented in the survey. We found that 38% of responses were from small organisations (with an annual income of less than £50,000); 26% were from medium sized organisations (between £50,000 and £499,999); and 36% were from large organisations (with an annual income of over £500,000).
- A third of respondents operated across Scotland (33%). The rest operated in specific local authority areas.
- None of the respondents said they operated in either Shetland or in Comhairle nan Eilean Siar local authority areas. Glasgow City was the area where most respondents operated (26%).

## **This report**

1.19 This report sets out the findings from our independent review of the ALLIANCE, which aims to inform the future development of the ALLIANCE's relationship with the Scottish Government. The review has mainly gathered and analysed stakeholder views on the impact of the ALLIANCE, its future role, and the strengths and weaknesses of the current working and funding model with the Scottish Government.

1.20 This report includes the following sections:

- Section 2 – explores the perceived impact of the ALLIANCE as an organisation, and evidence relating to the impact of the Self Management IMPACT Fund in particular;
- Section 3 – provides an analysis of the views of stakeholders regarding the current and future role of the ALLIANCE;
- Section 4 – considers views relating to the funding relationship between the Scottish Government and the ALLIANCE; and
- Section 5 – discusses the key findings and makes recommendations for the development of the relationship between the Scottish Government and the ALLIANCE.

## **Considerations in interpreting our findings**

- 1.21 In developing the methodology for this research we aimed to gather and compare evidence from a range of sources.
- 1.22 To understand the contribution being made by specific programmes, we reviewed existing reports and data to identify evidence of outcomes. The ALLIANCE gathers a wide range of monitoring information, but the different stages of the programmes, variable reporting formats and lack of outcomes-focused evidence have made it difficult to draw conclusions about the impact of its specific programmes from these evidence sources.
- 1.23 Much of the information, which has informed this review, is perception based. Those we engaged were likely to have had varying levels of engagement with the ALLIANCE – and therefore different understandings of its role, activities and impact. It is also worth noting that we engaged with a limited number of policy stakeholders (nine) who were identified because of their particular interest in health and social care policy.
- 1.24 In relation to the views of members, we have used both quantitative evidence (gathered from the membership survey) and qualitative data (gathered from a relatively small number of interviews with members). We were able to engage a wide range of different types of members through the survey, and have explored and identified (where relevant) any patterns in the responses of particular types of members. The telephone interviews allowed us to explore key issues in more depth with members.
- 1.25 These considerations are particularly important when interpreting Sections 2 and 3 of this report, which explore the impact of the ALLIANCE and its role.

## 2. THE IMPACT OF THE ALLIANCE

### Introduction

2.1 This section of the report considers the changes that the ALLIANCE has brought about, and the impact it has had as an organisation. It mainly provides an analysis of the views expressed by stakeholders. These were gathered through the member survey (completed by 99 ALLIANCE members) as well as qualitative interviews with: members (13); the Scottish Government and Joint Improvement Team (11); and policy stakeholders (9). This section also provides a high level analysis of existing evaluation in relation to the Self Management IMPACT Fund (the grant programme which the ALLIANCE manages on behalf of the Scottish Government).

### Gathering and representing member views

2.2 The ALLIANCE strives to ensure that its members' views are gathered and heard, and our research suggests that the ALLIANCE is doing this very well.

#### ***Members are involved in a range of ways***

2.3 Respondents to the member survey indicated that they have been engaged by the ALLIANCE in a range of ways, with the vast majority feeling the ALLIANCE gathered views from all its members effectively. We found:

- Forty-four per cent had contributed to consultations and research carried out by the ALLIANCE.
- Seventeen per cent said that they had participated in an ALLIANCE reference group.  
There are differences in the way different sized organisations participated. Those participating in reference groups were most likely to come from medium sized organisations: 52% of them said they had engaged in this way compared to only 12% of large organisation and 14% of small organisations. Whereas, large and small organisations were more likely to be involved in consultations and research - with 52% of small organisations and 57% of large organisations saying they had been involved in these, compared with 35% of responding medium sized organisations.
- The ALLIANCE was highly rated by members for its ability to collect the views of all its members on relevant issues. Eighty-nine percent of respondents felt that the ALLIANCE was effective in this area.

#### ***Effectively representing member views***

2.4 As well as collecting their views, members felt strongly that the ALLIANCE represented these effectively. Almost all survey respondents (95%) felt that the ALLIANCE effectively 'presents the views of members to the Government and others'. Of these, the majority (57% of respondents who rated this area of activity) indicated the organisation was very effective in this area.

- 2.5 This finding was further supported by the comments individual members made during the survey and interviews.

“The ALLIANCE . . . helps by raising awareness of long-term conditions, and lobbying for organisations.”

Professional associate

“The ALLIANCE has argued a good case for our sector. It has encouraged government to invest in the third sector.”

Large sized member organisation

- 2.6 Also important was the promotion of self management, which survey respondents felt the ALLIANCE had successfully placed on the Government agenda.

“The promotion of self management as a tool that can empower people with long-term conditions.”

A person with lived experience of long-term conditions

### ***Providing a voice for people with lived experience***

- 2.7 Members were extremely positive about the ALLIANCE’s ability to provide a voice for disabled people and those with long-term conditions. Ninety-five per cent of respondents to the survey said that the ALLIANCE was effective at providing a voice for this group. Smaller member organisations highlighted that they have become known to the Government through ALLIANCE activity and this has raised their profile and benefited them and their service users.

[What does the ALLIANCE do well?] “Communicating people's needs to the Government.”

Medium sized member organisation

### **Shaping policy**

- 2.8 Critically, all stakeholder groups felt that the ALLIANCE had gone beyond effectively representing member views, actually to influencing and shaping national policy – particularly in relation to self management, person centred approaches and the role of the third sector in health and social care.
- 2.9 Members felt strongly that the ALLIANCE had strengthened the voice of disabled people and people with long-term conditions in the development of national policy: 96% said they had at least some impact in this area, with 54% indicating a significant impact.
- 2.10 When asked what had been the ALLIANCE’s biggest achievement in recent years, members were most likely to comment on the role it had played in strengthening the voice of the third sector in national policy making.

“Giving a voice to people living with long-term conditions and disability. Focus is on the members' experiences and views which hopefully influence national policy.”

A person with lived experience of long-term conditions or disability

“They strengthen the voice of disabled people and people with long-term conditions in the development of national policy.”

Member organisation, size not recorded

- 2.11 Policy stakeholders and sponsorship representatives also emphasised the significant impact the ALLIANCE has had in strengthening the third sector voice in policy making.

“The ALLIANCE provides an ability to work with the third sector and have their views heard.”

Policy stakeholder

- 2.12 All stakeholder groups emphasised the significant impact the ALLIANCE has had in raising the profile of long-term conditions, and self management in national health policy. In particular, they suggested the ALLIANCE had actively shaped the approach and language associated with long-term conditions and self management in Scotland.

- 2.13 In addition, several policy stakeholders and a number of sponsorship stakeholders felt the ALLIANCE had had its most significant impact in raising the profile of person centred approaches with policy makers.

- 2.14 Policy stakeholders and sponsorship representatives identified key characteristics in the ALLIANCE's approach which they suggested had enabled it to have had such a significant impact in policy terms. In particular, they suggested the ALLIANCE had:

- effectively provided mechanisms and spaces to consult with its members on health and social care developments;
- readily identified emerging needs, priorities and opportunities for influence;
- developed strong working relationships with policy makers – particularly in health, but also in relation to social care; and
- taken an integrated approach to health and social care policies.

“They (the ALLIANCE) have been successful in getting among the health policies as well as social care policy and fighting for the rights of individuals.”

Policy stakeholder

“ALLIANCE work has led to light bulbs going on.”

Sponsorship representative



## Information sharing

2.15 A key area of impact the ALLIANCE has had on its members relates to sharing and disseminating information. We found that:

- More than nine out of ten respondents (92%) to the online survey indicated that they received updates and information from the ALLIANCE and over half (56%) indicated they had attended training and information sharing events run by the ALLIANCE. The survey suggests that large and small organisations were most likely to attend events.
- Members were very positive about the effectiveness of the ALLIANCE's information sharing activities. Almost all those who commented on this during the survey felt that the ALLIANCE was effective at keeping members up to date with relevant policy developments (98%), with 67% of them indicating it was 'very effective'.
- When offered the opportunity to provide feedback on the ALLIANCE's approach and achievements during the survey and interviews, members emphasised the ALLIANCE's strengths in this area. They highlighted the quality and accessibility of information. They also welcomed its open communication with members, and signposting to other information sources. Events hosted by the ALLIANCE were found to be useful.

"It keeps everyone informed at all times."

Small sized member organisation

"The ALLIANCE is always ready to answer any questions, information is readily available and it is very accessible."

Small sized member organisation

## Providing learning opportunities and support to members

2.16 The ALLIANCE was praised by members for providing support which allowed members to develop their skills, knowledge, and organisational capacity. We found:

- When asked to rate the ALLIANCE's impact in relation to 'improving knowledge, understanding and skills' almost all respondents (96%) felt it had had at least some impact, with just over a half (54%) indicating the impact had been significant.
- Nine out of ten respondents (90%) said that the ALLIANCE was effective at providing 'support to develop skills and knowledge', with 46% saying it was very effective at this.

- When asked about its effectiveness in providing capacity building services, 83% of those who responded suggested the ALLIANCE did this effectively, with 57% saying it was very effective in this area.
- Our telephone interviews with members highlighted that information and advice provided by the ALLIANCE relates to areas such as funding applications; overcoming operational issues; and working with other organisations.
- Only a small number of members indicated that they had received support relating to operational matters such as recruitment, employment practices, policies, procedures and staffing issues (3%).

“The support that the ALLIANCE provides its members and those who are funded by them is invaluable.”

Medium sized member organisation

“In my opinion the ALLIANCE does an excellent job of supporting third sector organisations like mine with support in a multitude of different ways.”

Member organisation, size not recorded

### **Providing accommodation (the Hub)**

- 2.17 The Hub is a resource for use by ALLIANCE members. It is located in the ALLIANCE offices in Glasgow city centre and provides meeting and training rooms for hire, computing equipment, hot-desking facilities and PA systems.
- 2.18 Members can book the facilities and are charged according to the size of their organisation. Members were generally positive about the Hub. We found that:
- Just under a third of survey respondents (31%) said that they had used the Hub facilities. Given the broad geographic spread of members who responded to the survey, this seems relatively high.
  - Members who used the Hub were very positive about the facilities, with 87% of survey respondents saying that the ALLIANCE was effective in ‘providing good value, accessible meeting and event facilities and hot desks’. More than half (57%) rated the ALLIANCE as very effective in this area.
  - Some members highlighted the high quality, good value facilities and support staff at the ALLIANCE as key strengths.
  - For some survey respondents, the charge for use of the facilities was not a welcome introduction as they had previously used the facilities for free. However, others we spoke with highlighted that the charges were small in comparison with other venues.

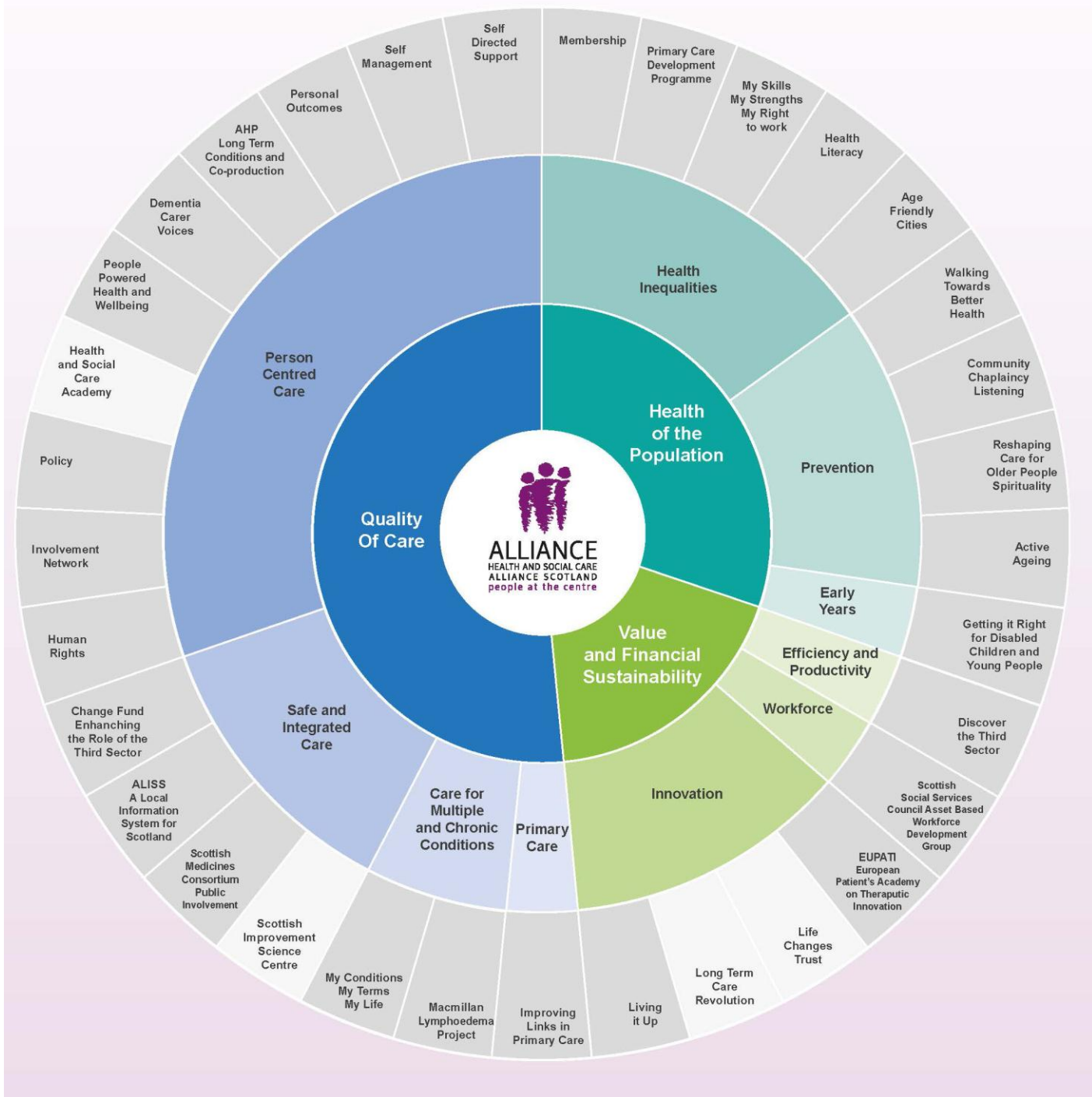
- Some suggestions for improvements were made, which mostly related to improving the accessibility of facilities for disabled people. Other members commented that the Hub was not accessible to them because it was situated in central Glasgow.

“I think the Hub is an incredible resource and I am very grateful for it.”

A person with lived experience of long-term conditions or disability

### **Impact of specific programmes**

2.19 This review has primarily focused on gathering views from stakeholders about the impact of the ALLIANCE at an organisational level. The diagram below sets out how ALLIANCE programmes, activities and reports directly relate to its aims and the Scottish Government’s 2020 Vision for Health and Social Care.



2.20 The following sub-sections provide information on the intended impact of the ALLIANCE's key programmes, evidence on the impact of the Self Management IMPACT Fund, and recent reported achievements.

### Key programmes

2.21 Here we provide an overview of the main intended impacts of key ALLIANCE programmes.

2.22 The ALLIANCE now operates a number of projects and programmes supported by the Scottish Government. The table below lists the projects, funding amounts and timescales, and gives a brief overview of their focus.

**Table 2.1 Overview of the main programmes supported by the Scottish Government<sup>2</sup>**

Project or programme	Agreed funding	Focus
Allied Health Professionals	£188,451 Jan 2013 – Jan 2015	The appointed post holder is working with national partners to develop strategic interventions that improve outcomes for people through closer collaboration between the Allied Health Professionals and third sector organisations.
ALISS (A Local Information System for Scotland)	£471,000 Jul 2012 – Jun 2015	ALISS aims to make information about local sources of support easier to find. ALISS has been designed by and developed with people with long-term conditions and professionals from multiple sectors involved in signposting people to support, and aims to offer a technology solution and a means of communities working together to gather, maintain and share information.
The Third Sector Health and Social Care Support Team	£540,000 Jan 2012 – Mar 2015	A team of six ALLIANCE staff provide third sector coordination and support at a strategic level to secure effective engagement of the sector in the Reshaping Care for Older People programme.
Dementia Carers Voices	£307,097 Dec 2012 – 2016	The ALLIANCE is funded to host this awareness raising project which highlights the importance of family carers being enabled after diagnosis. It focuses on the importance of building and sustaining networks of support, preventing crisis situations and feeling enabled to ask for additional help when it is needed. It also involves capturing the experiences of carers across Scotland with a view to informing future policy and service provision.
GIRFEC awareness raising project	£177,271 Nov 2011 – 2015	The ALLIANCE is developing and delivering awareness raising sessions for children and young people who are disabled or living with long-term conditions and their parents or carers. It is also delivering 'training for trainers' so that the sessions can be cascaded or delivered by other organisations.
Health and Social Care	£210,000 Oct 2013 – 2015	The Academy will support transformational change in health and social care based on lived experience. It will do this by

<sup>2</sup> The information in this table is based on information provided by the ALLIANCE as part of the review process.

Academy		supporting all sector leadership, thinking, development and sharing of learning, evidence and practice.
House of Care	£210,000 Apr 2014 – Mar 2015	“House of Care” seeks to improve the relationship that people have in their day-to-day interaction with the NHS and social care to ensure it is organised around what matters to them. The ALLIANCE is also hosting a post holder for three years to develop the “House of Care” model in Scotland.
Links Worker Programme	£1,350,000 Aug 2013 – Jul 2015 <sup>3</sup>	This programme aims to explore how primary care teams can support people to live well in their community, by connecting GPs with local assets.
My Skills, My Strengths, My Right to Work	£285,000 2012 – 2015	The ALLIANCE was awarded funding from the Scottish Government Equality Fund to improve access to the labour market for people with long-term conditions, including by promoting self management approaches. The programme explores and develops good practice, and raises awareness around employability. This is being achieved by working with the ALLIANCE members and forging partnerships with key employability organisations.
People Powered Health and Wellbeing	£1,414,360 2013 - 2015	The aim of this programme is to enable people to influence their own health and wellbeing and contribute to the design, delivery and improvement of support and services, including peer support. The ALLIANCE is working closely with Healthcare Improvement Scotland, NHS Education for Scotland and the Joint Improvement Team to support local health and care teams to make their services more person-centred.
Practice and Partnership Development Programme	£450,000 April 2014 - Mar 2017	The aim of this programme is to ensure that self management is central in the support and services available to disabled people, people living with long-term conditions and their unpaid carers in Scotland.
Primary Care Development Programme	£125,893 Jul 2012-2015	Project to improve access to information and promote health literacy for people living with long-term conditions.
SDS project	£172,000 (consortium of IRISS and SCLD) and £214,504 (Policy and Outcomes Officer), 2011-2015	The ALLIANCE works with IRISS and SCLD to deliver this programme. It also hosts a Senior Policy and Outcomes Officer post, to build the capacity of care and support providers and particularly to support people to make sense of self directed support in the context of health and social care integration.
Self Management Awareness Raising project (MCMTML)	£75,000 Jul 2012 - Jun 2015	The ALLIANCE is delivering this social marketing campaign to increase awareness of self management.

<sup>3</sup>Since completing the review funding for the Links Worker programme has been extended to 2017 (at the same level)

## Key achievements

2.23 The ALLIANCE undertakes a very wide range of work, as part of its core activities. Here we highlight some of the key achievements the ALLIANCE has recently reported<sup>4</sup>.

2.24 The ALLIANCE has been actively involved in the development of national and European policy. In collaboration with others, it has worked to represent member views, and improve approaches and legislation. Reported achievements during 2013 included:

- working alongside the Scottish Government, Healthcare Improvement Scotland and NHS Education for Scotland to promote the strengths of third sector partners;
- representing member interests on the 2020 Route Map Ministerial Programme Board and the Quality Alliance Board;
- influencing legislation on health and social care – particularly regarding human rights based approaches;
- helping shape the Public Bodies (Joint Working) (Scotland) Bill;
- influencing the Social Care (Self Directed Support) (Scotland) Act and Children and Young People Bill;
- being actively involved in the expert panel to inform the development of Scotland's Second National Dementia Strategy and participating in the Dementia Forum;
- participating in the Ministerial Task Force on Health Inequalities;
- being appointed Patient Lead and Chair of the European Patient's Academy on Therapeutic Innovation UK - which brings together patient groups, industry and academia to support public involvement in medicines development and research;
- playing an active role in the development of Scotland's first National Action Plan for Human Rights, and jointly convening the action group focusing on human rights approach in health and social care; and
- participating in the European Innovation Partnership on Active and Healthy Ageing's Action Group on Age Friendly Environments.

2.25 The ALLIANCE regularly works with other organisations at a national and local level to develop support and resources to inform those who provide services and those who use them. In addition to managing the Self Management IMPACT Fund, reported achievements during 2013 included:

- reaching over 2,000 health and social care professionals and students, in order to share the lived experience of people who are disabled or living with long-term conditions;
- producing a range of new resources, in collaboration with its members and people with lived experience – these included a learning resource with NHS Education for Scotland, new Quality Services Values for Allied Health Professionals, new guidance for Lymphodema in partnership with

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<sup>4</sup> Largely based on the ALLIANCE's 2013 Annual Report

- people living with the condition, and specific materials for MSPs in advance of a Parliamentary debate on person-centred approaches;
- delivering high profile events – including the ‘Life, Letters and Love Stories’ concert, in collaboration with Celtic Connections and Regular Music, which celebrated the role of carers in Scotland;
  - working to build the capacity of the third sector at a local level – with Third Sector Interfaces, national third sector organisations and Housing Associations on the Reshaping Care for Older People agenda;
  - delivering the fourth annual Self Management Week which celebrated the power of community and peer-led activity in self management;
  - coordinating a website to help people make connections and work better across the third and statutory sectors;
  - as part of the ‘What Matters, What Counts’ programme, the ALLIANCE produced a series of publications exploring how personal outcomes approaches can be embedded in the design and delivery of social care;
  - publishing think pieces including “Being Human, A Human Rights Based Approach to Health and Social Care in Scotland “ and ‘Health and Social Care in Scotland – Integration or Transformation’; and
  - in partnership with the Joint Improvement Team, publicised ‘In Good Faith’ – which highlighted good practice of faith communities in supporting vulnerable people.

### **The Self Management IMPACT Fund**

- 2.26 The ALLIANCE administers the Self Management IMPACT Fund on behalf of the Scottish Government. This grant programme covers the period 2013-14 to 2015-16. It builds on the learning of the previous Self Management Fund which ran during 2009-10 and 2010-11 and invested £4 million in 81 self management projects across Scotland.
- 2.27 The Self Management IMPACT Fund allows third sector organisations and partnerships to develop and strengthen new project ideas that support self management as well as building on existing approaches.
- 2.28 The ALLIANCE provides support and advice to organisations receiving funding. It has worked closely with Evaluation Support Scotland to support projects to evaluate their impact in an outcomes-focused way.
- 2.29 During the survey and in interviews we explored member views about the impact of the Self Management IMPACT Fund, and the ALLIANCE’s associated support activities. We engaged with seventeen funding recipients through the survey and four during telephone interviews.

### ***Effectively managed***

- 2.30 Members we spoke with about the fund were positive about the ALLIANCE’s approach to managing the fund. When asked during the survey to rate the extent to which the ALLIANCE performed this role effectively, the majority of members responding to this question indicated it was very effective (63%) or effective (27%).



2.31 In addition, the support provided by the ALLIANCE was viewed positively by the small number of selected members we spoke with. They told us about how supportive the ALLIANCE had been during the application stage and the ease with which the application could be submitted. Members also spoke of an open dialogue between themselves and the ALLIANCE in relation to their funding options. Some members talked about having worked directly with staff at Evaluation Support Scotland. They received advice and support with monitoring and evaluation – and this was highly valued.

“The ALLIANCE is unlike other funders. They will sit down and meet with organisations and discuss the suitability of the fund. It’s a very open process and not many funders do that.”

Small sized member organisation

“By undertaking the evaluation with support from Evaluation Support Scotland, we were able to evidence the impact of our service.”

Large sized member organisation

### ***The impact of the fund***

2.32 A number of special reports have been prepared which demonstrate the impact of the Self Management IMPACT Fund on the individual organisations or groups it supports. These special reports set out outcomes-focused case studies. They suggest that the fund has:

- **Generated health and wellbeing outcomes for individuals** – The special reports identify a range of examples where individuals have improved knowledge, skills and confidence as a result of funded programmes. There is also good evidence that this had led to improvements in their health and wellbeing, and wider benefits for organisations and services.
- **Supported the development of new self management programmes** – Organisations and groups have been able to establish new approaches and programmes, often targeted at specific groups.
- **Strengthened existing programmes** – As a result of the fund, organisations have been able to build on their existing staff skills and capacity, and develop volunteers.
- **Enabled organisations to develop and strengthen their business models** – For example, the funding led one smaller organisation to tender to deliver activities for Alcohol and Drug Partnerships. This organisation has also worked with Community Outreach Teams to explore social enterprise possibilities. The Self Management IMPACT Fund has acted as leverage for some smaller members to engage with other funding sources and partnerships.

- **Developed an evidence base about the impact of self management** – For example one organisation had developed a self-management and life-coaching programme. This organisation was able to evidence a subsequent decreasing demand on NHS services and an increase in positive emotional and mental health. A national organisation was able to demonstrate positive mental health and wellbeing outcomes (including increased confidence and self esteem) as a result of their physical and sport activities. Another organisation was able to show that increases in mental health and wellbeing resulted in increased attendance at appointments.
- **Supported collaboration and joint working in the field of self management** – For example, a national organisation has worked in partnership with a wide range of health practitioners, other specialists, and people with lived experience to develop a programme of support.
- **Offered opportunities to learn from lived experience** – For example, one organisation had created a library of short films to share experiences and raise awareness of issues relating to caring. Others developed programmes which allowed people with lived experience to support others with similar conditions, or to shape the development of services.

#### ***Other views about the fund***

2.33 During telephone interviews members reinforced the impacts explored through the existing evaluation work. In particular, small organisations spoke of being able to ‘grow and develop’ as a result of the fund.

“It has acted as leverage for other funding and partnerships because of the credibility of being linked with the ALLIANCE. It stands you in good stead.”

Small sized member organisation

“It has made a tremendous difference, and allowed us to concentrate on the organisation.”

Small sized member organisation

2.34 The fact that the Self Management IMPACT Fund covered three years was welcomed by some members we spoke with. In comparison to other funding streams, this fund has allowed organisations to develop and deliver their projects in a more ‘reasonable’ time frame.

“Prior to the ALLIANCE, funding was at best bitty....this allowed us time for project development and delivery.”

Small sized member organisation

2.35 Some members who responded to the survey suggested that funding awards should be linked to more specific outcomes.

## Summary

- 2.36 Our research suggests that the ALLIANCE has been successful at ensuring its members' views are gathered and heard.
- 2.37 Members felt able to contribute their views to the ALLIANCE through different methods, such as consultations, reference groups and research. They thought that the ALLIANCE was effective at collecting the views of its members on relevant policy and delivery issues.
- 2.38 The ALLIANCE was thought to have a particular strength in raising awareness of long-term conditions and being able to communicate these needs to the Government.
- 2.39 Members, policy stakeholders and sponsorship representatives were generally very positive about the ALLIANCE's ability to provide a voice for people with lived experience. Ninety-five percent of respondents to the online survey said that the ALLIANCE was effective at providing a voice for this group.
- 2.40 All stakeholder groups felt that the ALLIANCE has had a very influential role in shaping policy – particularly in relation to self management, person centred approaches and third sector involvement in health and social care. It was viewed as having supported policy discussions at a national level and taken an integrated approach to health and social care policies.
- 2.41 Members felt that the ALLIANCE has effectively offered a range of opportunities to hear about policy developments, engage in discussions and consultation processes, and develop knowledge and skills. The members we engaged who used the Hub were generally positive about its facilities.
- 2.42 The ALLIANCE carries out a very wide range of work to support the development of effective policy and legislation in Scotland and beyond. It has participated in a wide range of forums, and has actively influenced a range of policy and legislative developments.
- 2.43 The ALLIANCE has also delivered a range of activities to support people who deliver services and those who receive them. This includes working with a range of other organisations to develop publications, resources, events and direct support programmes.
- 2.44 Existing evidence and the views of members suggests that the Self Management Impact Fund has provided opportunities for organisations to develop new and existing programmes, and to demonstrate the value of these.

### 3. THE ROLE OF THE ALLIANCE

#### Introduction

3.1 This section provides an analysis of the views of stakeholders in relation to the current and future role of the ALLIANCE. This includes information from the member survey (completed by 99 members). It also includes information from qualitative interviews: with members (13); sponsorship representatives from the Scottish Government and the Joint Improvement Team (11); and policy stakeholders (9).

#### A valuable intermediary role

3.2 During interviews we explored the need for a national third sector organisation which represents the views of the people and organisations represented by the ALLIANCE. Members, policy stakeholders and sponsorship representatives clearly valued the role of the ALLIANCE. They particularly emphasised its value as an intermediary in terms of:

- bringing together smaller third sector organisations to engage in health and social care policy developments;
- creating opportunities for policy makers to understand the views of people with lived experience; and
- providing expertise in relation to long-term conditions, self management and person centred approaches.

“It’s certainly important to have an umbrella organisation.”

Small sized member organisation

“There is strength in third sector organisations coming together and harnessing a purpose like health and social care. It makes sense for them to pool resources and to collectively sharpen lobbying activity.”

Policy stakeholder

“If we didn’t have the ALLIANCE we would need to invent [a body like it].”

Sponsorship representative

3.3 Some policy stakeholders and sponsorship representatives felt strongly that without the ALLIANCE, there would not be such a strong emphasis on self management, person centred approaches and the role of the third sector in health and social care policy in Scotland.

## Unique strengths

3.4 The research asked for feedback on what the ALLIANCE does particularly well. Stakeholders readily identified strengths – which generally reinforced points discussed elsewhere in this report, including:

- skills and expertise around person centred approaches;
- being well connected to its members and responding to their needs;
- the ability to identify opportunities to influence decision making;
- providing a voice for people with lived experience and the third sector organisations The ALLIANCE represents;
- the ability to bring diverse groups of people together;
- a high profile and partnership relationship with the Government; and
- its strong focus on, and integrated approach to, health and social care.

“It puts itself out there; it is very good and influential and is using its influence.”

Policy stakeholder

“The ALLIANCE brings together specific services and it has a strong voice, and a collective voice for long-term conditions.”

Large sized member organisation

“Its policy and Government links are excellent. It influences real things for real people.”

Professional associate

## Stakeholder views on future strategic focus, role and activities

3.5 The ALLIANCE has expanded its focus in recent years, to reflect its changing role and the landscape in which it operates. While its diverse membership base and approach were viewed as key strengths, there was concern across stakeholder groups that in broadening its remit, activities and membership base, the role and focus of the ALLIANCE was now less clear than it had previously been. Some suggested that the wide range of (what appeared to them to be) quite different projects and programmes adds to this impression. Such views indicate there may be an opportunity for the ALLIANCE to further communicate its strategic focus and how individual projects relate to this.

“I sometimes find it confusing to work out what the ALLIANCE does. . . they could communicate better.”

Large sized member organisation

3.6 Generally, those we spoke with wanted to see the ALLIANCE broadly continue in a similar intermediary role, building on its unique strengths. They felt there was an ongoing need for its influential role in relation to long-term conditions, person centred approaches and (along with other intermediaries) developing the role of the third sector in the design and delivery of health and social care.

- 3.7 During interviews we asked stakeholders about the types of activities the ALLIANCE should undertake in the future, and whether there were any new areas of activity it should explore. Many of those we spoke with expressed the view that the ALLIANCE should broadly continue with similar types of activities. However, a number of policy stakeholders and members suggested that the ALLIANCE's current range of projects needed to be refocused.

“They have developed and grown, which is a testament to [the Chief Executive] but they need to consolidate and focus.”

Professional associate

“They are getting bigger and they should realise that there are maybe two or three things that they do very well and where they can have the best impact.”

Policy stakeholder

### ***The 2020 Vision***

- 3.8 During the survey and interviews we explored views about the future role of the ALLIANCE in relation to the Scottish Government's 2020 Vision for Health and Social Care<sup>5</sup> in particular. This vision sets out that by 2020 everyone will be able to live longer and healthier lives, at home or in a homely setting and where:

- we have integrated health and social care;
- there is a focus on prevention, anticipation and supported self-management;
- if hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm;
- whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions; and
- there will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

- 3.9 Stakeholders felt that the ALLIANCE has an ongoing role in supporting the delivery of the 2020 Vision. In particular they felt it should:

- **Support the development of the third sector in health and social care** - A number of sponsorship representatives and policy stakeholders highlighted this potential role. They also emphasised the importance for the ALLIANCE and the Scottish Government to engage with other intermediaries in reforming health and social care delivery.
- **Strengthening the voice of its members in policy development** - Members strongly emphasised the ongoing role the ALLIANCE has in representing third sector views and ensuring the views of its members are heard at strategic levels in relation to the 2020 Vision and

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<sup>5</sup> <http://www.gov.scot/Topics/Health/Policy/2020-Vision>

associated developments. Those who commented on this felt that the ALLIANCE should maintain its current role as a 'link' between the Scottish Government and its members.

- **Strengthening the voice of people with lived experience** – Sponsorship representatives, policy stakeholders and members emphasised the need for an ongoing voice of people with lived experience in relation to the 2020 Vision, and suggested the ALLIANCE was well placed to provide this.
- **Further promoting person centred approaches** - Others highlighted that the ALLIANCE could drive progress towards the 2020 Vision, and work to ensure person centred approaches were truly adopted and embedded. This was perceived to be a key area of expertise.

“The ALLIANCE could influence the way health strategy is delivered. That should be their role. It should be the vehicle by which third sector organisations can deliver services.”

Policy stakeholder

“The future could embrace and enhance current ALLIANCE work practices by being a conduit between Scottish Government and third sector organisations who will all be working towards the 2020 aims.”

A person who cares for or supports someone with a long-term condition or disability

“. . . ensuring that views of all members representing long-term conditions are included. There is no one size fits all approach to self management or services for different long-term conditions.”

Small sized member organisation

“So that the 2020 Vision doesn't just become another strategy, so that it is actually actioned.”

Large sized member organisation

3.10 The ALLIANCE has had a Strategic Partnership Agreement in place with the Scottish Government since 2008. However, some members and policy stakeholders felt it was important to ensure that the ALLIANCE did not become, or be perceived to be, just a “delivery agent” for the Scottish Government. They wanted to see it continue to represent member interests, and influence policy.

### ***Supporting integrated health and social care partnerships***

3.11 We specifically asked members, policy stakeholders and sponsorship representatives about the potential role for the ALLIANCE in supporting integrated health and social care partnerships. A range of stakeholders reinforced the role the ALLIANCE could play in supporting the development of

person centred approaches and providing a strong voice for its members as integration develops further.

- 3.12 Members responding to the survey were particularly keen for the ALLIANCE to maintain its 'seat at the table' of Government and to continue to represent the views of third sector organisations in discussions with health and social care partners at a national level.

"It has a major role to play in making the Public Bodies Joint Working Act a reality."

Sponsorship representative

"The ALLIANCE has strong connections at a policy level in Government on how to address long-term conditions. It can give an independent perspective."

Large sized member organisation

- 3.13 Some of those we spoke with identified challenges for the ALLIANCE in influencing the activity of individual health and social care partnerships. They felt that the ALLIANCE would need to either develop a stronger local presence; or continue to work through existing structures to influence change.

### **Representing a diverse membership base**

- 3.14 Our research suggests that the ALLIANCE's connection with its membership is a key strength. However, members and some others suggested the ALLIANCE may face challenges in effectively representing what is now a large and diverse membership base. They highlighted the need to maintain relationships with its members. They also emphasised the potentially diverse and conflicting agendas of (for example) people with lived experience and service providers.

"The ALLIANCE has not lost touch with those it represents – yet, but this is a big risk."

Policy stakeholder

"My worry is that it is too much of an umbrella organisation"

Member organisation, size not recorded

"[Its challenge is] to ensure that the range and spread of organisations it aspires to represent feel they are genuinely influencing."

Sponsorship representative

### **Stakeholder views about working with or alongside others**

- 3.15 During interviews with policy stakeholders and sponsorship representatives, we discussed how the role and activities of the ALLIANCE relate to those of other organisations. We also gathered views about the ALLIANCE's approach to partnership working.



3.16 The ALLIANCE is clear that it strives to work collaboratively with a wide range of organisations involved in health and social care in Scotland. Its publications and reports suggest it is working with a wide range of organisations at a local and national level, including other third sector intermediaries – both in terms of policy development and programme delivery. Examples of specific work can be seen in Section 2.

3.17 Many of those we spoke with who had experience of working with the ALLIANCE were positive about this and highlighted that there had been mutual benefits from the relationship.

“We have no complaints. We have an open and good relationship with them.”

Policy stakeholder

“They can offer knowledge and networks which is the same as [my organisation] and is extremely helpful.”

Policy stakeholder

3.18 A number of policy stakeholders and some sponsorship representatives emphasised that the ALLIANCE is one of a number of intermediaries involved in health and social care. Some highlighted the increasingly competitive nature of the third sector and identified perceived tensions between organisations as a result of this. There was also a perception among some that the ALLIANCE has at times been presented as the main intermediary for all stakeholder groups involved in health and social care.

3.19 A range of stakeholders emphasised the important role the ALLIANCE has played in promoting the role of the third sector in health and social care. Policy stakeholders and sponsorship representatives made suggestions about how the ALLIANCE could further strengthen its partnership working in order to further develop the role and voice of the third sector, and its members.

3.20 In particular, some reiterated that the ALLIANCE could be clearer and more specific about its strategic focus and skills. This would enable it to distinguish itself from other intermediary organisations.

“It is important in the sector for there to be clarity over who does what and this includes skills, abilities and expertise.”

Policy stakeholder

“There is a risk of overlap between the ALLIANCE and other organisations. There needs to be clarity about what the ALLIANCE and others do.”

Policy stakeholder

3.21 Others emphasised their view that the ALLIANCE and other intermediaries need to work together – particularly when developing new programmes and

on important policy developments. In this sense, potential overlaps were also opportunities to work together.

“More joint working is needed – maybe not on all issues, but they need to come together on joint common issues. This would increase their political force.”

Policy stakeholder

“[It needs to be] collaborative. No single part of the voluntary sector or health and social care can do this on their own.”

Policy stakeholder

- 3.22 The review process has also highlighted the important role of the Scottish Government in supporting organisations to work collaboratively. There was recognition that Government approaches had contributed to competition and tensions within the sector. There are opportunities for the Scottish Government to support collaboration and ensure relevant interests are taken into account.

## Summary

- 3.23 Members, policy stakeholders and sponsorship representatives feel that the ALLIANCE has a valuable ongoing role as a national intermediary. It was viewed as being particularly strong in representing the interests of third sector organisations which focus on long-term conditions, and people with lived experience.
- 3.24 Stakeholders identified what they saw as the ALLIANCE’s key strengths – its expertise in person centred approaches; its strong connection with its members; its ability to provide a strong voice for its members and people with lived experience; its high profile with Government; and its strong focus on health and social care.
- 3.25 There was support for the ALLIANCE to broadly continue in the same role as it has to date, undertaking the same types of activities. However, a range of stakeholders suggested that the ALLIANCE has to clarify (and possibly sharpen) its role, and the narrative about its role, following a period of growth and development.
- 3.26 A range of stakeholders spoke of very positive experiences working with the ALLIANCE. They valued its unique skills and innovative approach.
- 3.27 Some policy stakeholders and sponsorship representatives suggested there is an ongoing need for close working between national third sector organisations and others involved in health and social care. The Scottish Government has a potential role in supporting appropriate joint working at a national level.
- 3.28 A range of stakeholders believed the ALLIANCE was well connected to its members – and this was valued by members responding to the survey.

However, it was suggested that the ALLIANCE needs to work to maintain this, following a period of significant expansion.

- 3.29 The Scottish Government, policy stakeholders and members agreed that there was an important role for the ALLIANCE in supporting the delivery of the Government's 2020 Vision for Health and Social Care – particularly in ensuring that person centred care becomes a reality and that people who access services have a strong voice in policy. Those we spoke with also called for the ALLIANCE (with others) to strengthen the third sector voice and develop the role of the third sector in health and social care.
- 3.30 There was recognition that the ALLIANCE could support person centred approaches and the development of the third sector role as health and social care integration continues.

## 4. FUNDING RELATIONSHIP WITH THE SCOTTISH GOVERNMENT

### Introduction

4.1 This section reviews the current funding relationship between the Scottish Government and the ALLIANCE. It summarises financial information about the ALLIANCE and explores ALLIANCE and Scottish Government views about the strengths, challenges and areas for development. It also includes views of policy stakeholders and members, where these related to the funding relationship.

### Overview of ALLIANCE income and expenditure

4.2 In 2013-14, the ALLIANCE's total estimated expenditure was £7.8 million. According to information provided by the ALLIANCE, the Scottish Government provided £700,000 in core funding and £2,474,218 of project funding during 2013-14. In addition, the ALLIANCE received £2,000,000 from the Scottish Government during 2013-14, which it was responsible for awarding to others through the Self Management IMPACT Fund<sup>6</sup>.

4.3 Since 2011-12 the ALLIANCE's core and project grant income from the Scottish Government has increased substantially, as ALLIANCE activities have expanded.

4.4 The ALLIANCE has worked to establish the organisation on a more sustainable business footing over the past four years. This includes:

- strengthening its reserves position to allow the organisation to respond to unanticipated financial challenges;
- securing a three year (rather than annual) and higher core funding settlement from the Scottish Government (which better reflects its core costs); and
- seeking, where possible, to recover full project costs when developing new programmes in order to cover the associated additional core costs which are not met by any increase in core funding.

4.5 Those we spoke with in the ALLIANCE highlighted that receiving core funding on a three year basis has supported the ALLIANCE to plan more effectively. It was felt that a three to five year Strategic Partnership Agreement, with an associated funding agreement, would support them to strengthen their business model further.

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<sup>6</sup> These figures are based on financial information provided by the ALLIANCE as part of the review process.

## Scottish Government funding elements

### ***Core cost and funding***

- 4.6 Since 2006, the ALLIANCE has received core funding from the Scottish Government. Originally, this supported 1.5 posts. This rose to ten posts in 2008. The core funding also covers basic organisational running costs – including accommodation for the Hub. The Scottish Government awarded the ALLIANCE £700,000 of core funding per year for 2012-13, 2013-14 and 2014-15.
- 4.7 Current core activities include:
- policy development work;
  - delivering consultation and engagement activities;
  - communication activity;
  - membership administration and support;
  - managing and developing programme activities;
  - developing and managing the Self Management IMPACT Fund; and
  - running the Hub.
- 4.8 The ALLIANCE reports that as the organisation has grown substantially – in terms of staff, activities, membership and financial management responsibilities - its core running costs have necessarily increased. It has expanded its core team beyond its original ten members to include 3.5 new posts - a Programme Director (funded partly from core costs), a Policy and Information Officer, an Administrator and an Office Assistant.
- 4.9 The ALLIANCE estimates its core expenditure totalled £830,381 in 2013-14. Of this, 54% was spent on salaries and associated staff costs and 20% on property costs (which includes the cost of the ALLIANCE office space and Hub facilities). A further 5% of expenditure related to administrative costs, and 5% to running events and conferences.
- 4.10 According to these figures, the core costs in 2013-14 exceeded the core grant provided by the Scottish Government. The ALLIANCE usually charges a management fee (5% of salary costs), and an amount to cover additional overheads, when developing new programme proposals for the Scottish Government. In some instances, the ALLIANCE has reduced or removed these charges from proposals, in order to deliver work within the available budget. The ALLIANCE reports that it generated £146,323 from these charges to the Scottish Government during 2013-14.
- 4.11 The £846,323 the ALLIANCE reports it received in funding from the Scottish Government to meet core costs during 2013-14 (£700,000 of core funding plus £146,323 in management and overhead charges on individual programme funding streams) is broadly equivalent to the £830,381 it reports it incurred in core costs.

## Project funding

4.12 Table 2.1 provides a summary of all the Scottish Government funded project income at the time of carrying out this review (September 2014) and the time periods it covers. The table illustrates the wide range of projects underway, and the variability of funding periods.

## Governance, monitoring and evaluation of Scottish Government funded activity

4.13 There is a wide range of governance, monitoring and evaluation approaches in place to support the programmes the Scottish Government funds and the ALLIANCE delivers. The table below provides an overview of these, based on the information the ALLIANCE provided to us during the review process.

**Table 4.1: Programme governance, monitoring and evaluation approaches**

Programme or Project	Governance arrangements	Monitoring, evaluation and reporting
ALISS	ALISS programme board.	Self evaluation. Data is collected via core engine analytics, e-surveys, activity tracking and data from emails and minutes. Programme highlight report produced for the Scottish Government via programme board every 6 weeks - includes review of progress, mainly focused on outputs.
Allied Health Professionals	Provided in partnership between AHP, Scottish Government and the ALLIANCE.	Self evaluation. Project Initiation Document (PID) review by partners concerning post outcomes, activity and impact, held quarterly. PID report produced annually for the Scottish Government and copy provided to ALLIANCE programme board which identifies some outcome evidence.
The Third Sector Health and Social Care Support Team	A Programme Advisory group meets quarterly and has a formal role.	Quarterly reports, mainly focused on outputs.
Core activities	ALLIANCE Board, Scottish Government.	Feedback on ALLIANCE communications from members and evaluation forms from Hub users. Reports on outputs via meetings, annual report and annual accounts.
Dementia Carer Voices	ALLIANCE Board, Scottish Government, Cabinet Secretary	Self evaluation and feedback gathered. Quarterly progress reports submitted to the Scottish Government. Final report includes outcomes-focused feedback.
GIRFEC awareness raising project	Strategic funding partnership with Scottish Government.	Self evaluation. Business plan 2013-15 agreed with Scottish Government. Six and 12 monthly reports submitted along with regular meetings with SG. Outcomes-

	Project Advisory Group.	focused approach to future reporting.
Health and Social Care Academy	Academy programme board, ALLIANCE board. Updates given to Third Sector Health and Social Care Advisory Group	Will be self evaluated using a variety of methods – framework to be determined as part of work plan. ALLIANCE to provide progress reports against work programme, including a written report every six months.
House of Care	Under development.	Under development.
Links Worker programme	Overseen by an Executive group which includes representatives from SAMH, Glasgow City Council and the NHS. The governance structure is fixed for the duration of the programme.	Quarterly progress reports submitted to the Scottish Government, focused on outputs. An evaluation of the Links Worker Programme is to be led by NHS Health Scotland, funded by the Scottish Government. The final evaluation report is expected by June 2016 with an interim report to be completed by June 2015.
My Skills, My Strengths, My Right to Work	Stakeholder reference group	Self evaluation built into the programme which uses the LEAP evaluation framework and tools – reporting quarterly to the Voluntary Action Fund who oversee the process for all projects.
People Powered Health and Wellbeing	Programme Board reports to Person Centred Portfolio Steering Group.	A “driver diagram” provides framework for tracking activity of all partners according to programme aims. Likely to include action research, contribution analysis, and ‘person-centred principles’ as a reflective tool. Quarterly reports to Programme Board and Person Centred Portfolio Steering Group
Practice and Partnership Development Programme	Internal to the ALLIANCE and reported to Scottish Government.	Approach in development. Self evaluation using a range of methods. Evaluation framework is being developed to track progress towards outcomes.
Primary Care Development Programme	Partnership between ALLIANCE and RCGP Scotland. Steering group chaired by Professor Mercer from Glasgow University.	Scottish Government meets with project on a bi-monthly basis with six monthly reports on progress.

4.14 During the review process we found some examples of outcomes-focused planning and reporting. This could be mainstreamed to strengthen the evidence about the impact of the ALLIANCE. A new Strategic Partnership Agreement would potentially allow the ALLIANCE to agree clear strategic outcomes with the Scottish Government, and report on these in a more consistent way.

### **Strengths in the current funding relationship**

4.15 Those we spoke with in the ALLIANCE and sponsorship representatives identified a number of strengths in the current funding relationship. In particular, they said that:

- The ALLIANCE has strong working relationships with a range of Scottish Government teams and the Joint Improvement Team. People spoke of trusting relationships, mutual respect and close working.
- The ALLIANCE is responsive to emerging needs. It works well on the development of new ideas, projects and programmes. Some highlighted that the ALLIANCE had been understanding about the challenges faced by Government. The ALLIANCE was also seen as an organisation which could readily provide advice, expertise and support when needed.
- The ALLIANCE's values, approach and language are very much in keeping with current Scottish Government policy in relation to long-term conditions, self management and the quality strategy. A number of those we spoke with highlighted the important role the ALLIANCE had played in shaping this policy area.
- In a number of policy areas, the ALLIANCE is perceived to have very effectively delivered projects and programmes. A number of those involved in funding the ALLIANCE felt the organisation could be relied on to deliver agreed objectives, and provide good value.
- Some of those we spoke with highlighted that the ALLIANCE is skilled at reporting on its key activities and consultation findings in a clear and readable way.
- According to the ALLIANCE, receiving core funding directly from the Scottish Government has allowed it to build a very strong staff team, and plan its business more effectively. This was seen as having been critical to the success of the ALLIANCE in recent years as it has enabled it to focus on national policy developments. It has also allowed it the flexibility to respond to emerging needs, and even reduce the costs of specific programmes with the Scottish Government, where funding is more limited.

“We benefited from working with the ALLIANCE.”

Sponsorship representative

“The ALLIANCE is a very flexible organisation.”

Sponsorship representative



## **Areas for improvement in the current funding relationship**

4.16 We asked ALLIANCE representatives and those with sponsorship responsibilities about aspects of the funding relationship that could be improved. They spoke about a number of connected issues:

- There are a wide range of different approaches to developing proposals between the ALLIANCE and the Scottish Government. Funding agreements cover different funding periods and have varied financial processes, monitoring, reporting and governance arrangements. This complexity leads to a lack of clarity and consistency – for example, in the relationship between core and project funding management charges.
- The large number of funding streams, sponsorship arrangements and financial processes is resource intensive from the ALLIANCE's perspective. There was recognition that the approach is also demanding on Scottish Government resources.
- While the ALLIANCE produces very good reports, and has supported the development of outcomes-focused evaluation for the Self Management IMPACT Fund, its other reports are more activity-based. The outcomes-focused approach could be mainstreamed, allowing the ALLIANCE to further strengthen the evidence about its impact.
- The short term funding has at times left the ALLIANCE in a vulnerable position, with staff and others concerned about the future of particular programmes and staff positions. This creates uncertainty for those involved, and undermines the value of the ALLIANCE's work.
- Sponsorship representatives as well as some policy stakeholders and members drew attention to tensions relating to some elements of Scottish Government funding, where the rationale for commissioning the ALLIANCE or other intermediaries to carry out specific projects was not clear. There are opportunities for the Scottish Government to address these issues.
- There are opportunities to strengthen the links between the different Government funded programmes and core work and to share learning.

4.17 The ALLIANCE and sponsorship representatives felt that a new, outcomes-focused strategic partnership agreement would offer the opportunity better to articulate strategic outcomes, report in a more outcomes-focused way, and underpin future funding discussions.

## **Developing a longer term, outcomes-focused strategic partnership agreement**

4.18 We spoke with ALLIANCE staff and a range of sponsorship representatives about the potential advantages and challenges in moving to a new, outcomes-focused, longer term partnership agreement.

4.19 Throughout our discussions interviewees made many similar points about the strengths and challenges with the current arrangements. There was recognition of the particular problems associated with what is now a complex

funding landscape, which lacks strategic focus and clarity. In this sense, a new Strategic Partnership Agreement offers the opportunity to:

- move to a more outcomes-focused approach to planning, evaluating and reporting;
- streamline funding time frames and processes; and
- rationalise sponsorship and governance processes.

4.20 It was felt that this could support:

- a continuing strong relationship with the Scottish Government;
- stronger governance and improved accountability for funding;
- greater clarity about the ALLIANCE's strategic focus and the relationship of all its programmes to this;
- reduced administration and better use of resources; and
- the ALLIANCE to plan its business in a more sustainable way.

4.21 During the review process, sponsorship representatives identified wider Scottish Government approaches which could support the future funding relationship. We heard about examples of other sponsorship relationships which were being underpinned by more strategic approaches, and rationalised financial management processes.

4.22 An internal Scottish Government advisory group for considering incoming third sector propositions to Health and Social Care Directorate has recently been established. This development may offer opportunities to further strengthen the funding relationship with the ALLIANCE.

4.23 Sponsorship representatives also identified potential challenges in streamlining the existing funding and programme governance arrangements:

- Some of the existing programme governance arrangements allow relevant programme stakeholders to be involved. Moving to a single programme governance structure for all the ALLIANCE's Scottish Government funded projects and programmes may not be desirable – although there was agreement that this could be streamlined to some extent.
- Some projects are supported by wider funding programmes which may have specific requirements in terms of planning, monitoring and time frames.
- While those we spoke with recognised the value in providing longer term funding, officials identified challenges which would need to be overcome in order to commit to funding beyond the current Spending Review cycle.
- If it is too detailed or rigid, there is a danger that any new performance framework will undermine the partnership relationship, and reduce innovation.

“The new partnership agreement needs to reflect the partnership relationship.”

Sponsorship representative

- 4.24 It is hoped that a new focus on shared outcomes (as part of a new strategic partnership agreement) will provide the right balance between having a clear strategic focus, and allowing room for innovation and flexibility to respond to new developments.

### **Draft outcomes**

- 4.25 As part of the review process, we worked with the ALLIANCE to develop a draft “outcomes map” for the organisation, which is included as Appendix Two. This built on previous work carried out by the ALLIANCE. Although in draft form, it could helpfully form the basis for future discussions with the Scottish Government as part of the partnership agreement development process.

### **Summary**

- 4.26 In 2013-14, the ALLIANCE’s total estimated expenditure was £7.8 million.
- 4.27 According to information provided by the ALLIANCE, the Scottish Government provided £700,000 in core funding and £2,474,218 of project funding during 2013-14. In addition, the ALLIANCE received £2,000,000 from the Scottish Government over this period, which it was responsible for awarding to others through the Self Management IMPACT Fund.
- 4.28 Sponsorship representatives had many positive views about working with the ALLIANCE. They spoke of it being a flexible, responsive organisation, which had supported progress in a number of policy areas.
- 4.29 The varied approaches to funding awards, timeframes, planning, monitoring and evaluation, governance and sponsorship processes has led to a complex picture. In turn, this has created a lack of clarity about what is being funded, and the difference being made. In addition, the variable processes and short term nature of the funding is resource intensive and creates uncertainty for the ALLIANCE.
- 4.30 A number of sponsorship representatives and the ALLIANCE broadly supported the principle of moving towards a new, more strategic agreement and associated sponsorship processes. They felt it could overcome some of the issues with the current model. However, they also identified practical challenges which would need to be overcome.

## **5. DISCUSSION AND RECOMMENDATIONS**

### **Introduction**

- 5.1 This section of the report discusses the key findings of the review. It summarises stakeholder views about the ALLIANCE's impact to date, and its future role and activities. It identifies key insights regarding the current and proposed relationship between the ALLIANCE and the Scottish Government and sets out recommendations for progressing this.

### **The ALLIANCE's impact**

- 5.2 Most of those we spoke with felt strongly that the ALLIANCE has had a very significant positive impact on national health and social care policy in recent years. In particular, representatives from across stakeholder groups felt that it had shaped the language and approach to health and social care policy in Scotland, particularly in relation to self management, person centred approaches, and the role of the third sector. Some emphasised the significance of this impact – suggesting that person centred approaches and the third sector would not feature so prominently in the current agenda, had it not been for the ALLIANCE.
- 5.3 ALLIANCE members who engaged in the review process were very positive about the impact and effectiveness of the ALLIANCE – particularly in terms of representing their views and interests, and those of people with lived experience, at a national level. Members also highlighted the benefits of the Self Management IMPACT fund, and these were supported by outcomes-focused evidence of its impact.
- 5.4 It is worth emphasising at this stage that this review was largely based on the perceptions and views of those we spoke with, and focused on impact at an organisational level (rather than programme or project level). In order to understand the contribution of specific projects and programmes, we reviewed a large volume of planning and reporting information from the ALLIANCE. While this information provided a great deal of detail about the ALLIANCE's activities and outputs, it did not reflect the significant impact ALLIANCE stakeholders said it was having. Agreeing a set of overarching strategic outcomes in a new Strategic Partnership Agreement could provide the ALLIANCE with a framework to report more effectively.
- 5.5 It is also worth noting that we spoke with a relatively small number of policy stakeholders during the review process, and that almost all the information gathered as part of the research was perception based.

### **The future role of the ALLIANCE**

- 5.6 All stakeholder groups emphasised that there is an ongoing need to have an intermediary like the ALLIANCE. They emphasised that it had originally been established to meet a need (representing third sector organisations with an

interest in long-term conditions and ensuring people with lived experience have a strong voice) and this need still exists.

- 5.7 Stakeholders wanted to see the ALLIANCE build on its key strengths and continue to focus on person centred approaches, and develop the role of the third sector in health and social care.
- 5.8 The review identified challenges and potential risks for the ALLIANCE in the future, related to its strategic focus and range of activities. A range of stakeholders felt that the ALLIANCE now needs to take stock and consolidate (even sharpen) its strategic focus, and activities. At times we encountered a lack of understanding of the extent of its remit and scope. Some emphasised the need to ensure that the ALLIANCE doesn't lose touch with its membership base, given their number and diverse interests. Others highlighted the need to avoid conflicts (whether real or perceived) associated with being funded by the Scottish Government on the one hand, and effectively representing its members' interests on the other. In many cases, such challenges were identified as areas of potential risk – issues those involved felt the ALLIANCE needed to be aware of, and mitigate. Those we spoke with during the review also emphasised the very real strengths the ALLIANCE has – and called for it to build on these, to further strengthen its role.
- 5.9 The ALLIANCE feels strongly that it has a clear strategic focus and role. Those we spoke with in the ALLIANCE suggested that a new outcomes-focused strategic partnership agreement would further allow it to make clear the links between specific programmes, and its strategic priorities. While key staff recognise the potential challenges in having a diverse membership base, range of activities and close relationship with the Scottish Government, they are also clear that these can be managed. It is our view that while the ALLIANCE has a unique role and remit, many membership organisations operating at a national level in Scotland face similar challenges. We believe the development of a new strategic partnership agreement will offer the ALLIANCE and the Scottish Government the opportunity to clarify the organisation's focus in terms of Government funded programmes.
- 5.10 A range of stakeholders welcomed an ongoing role for the ALLIANCE in making the 2020 Vision for health and social care a reality. They wanted to see it continue its influential work around person centred approaches. They also called for it to work with other intermediaries to promote and develop the role of the third sector in health and social care. As part of this, there was support for the ALLIANCE continuing to support joint working between health and social care, particularly at a national level.
- 5.11 Some strategic and sponsorship stakeholders emphasised the ongoing need for intermediaries involved in health and social care to work effectively together. Furthermore, the review has highlighted opportunities for the Scottish Government better to support joint working at a national level.

## The ALLIANCE's funding relationship with the Scottish Government

- 5.12 Many of those with a funding relationship with the ALLIANCE clearly viewed it as a flexible and effective organisation. We heard about very positive experiences of how it has worked with the Scottish Government and the Joint Improvement Team to develop new ideas and programmes in response to emerging needs.
- 5.13 However, the review process has reinforced the need for a more strategic approach to the funding relationship between the Scottish Government and the ALLIANCE. The varied approaches and short term funding decisions are resource intensive to manage and can undermine the ALLIANCE's ability to plan its business effectively. The lack of outcomes-focused targets and evaluation – both for its core and project funding - make it difficult to demonstrate clearly the impact of the ALLIANCE's specific projects and programmes on an ongoing basis. A more consistent approach to outcomes-focused planning and reporting could provide clarity and improve understanding of how impacts and funding streams relate to each other.
- 5.14 In principle, we found broad support for moving towards a more longer term, strategic Partnership Agreement. We also found broad support for improving and rationalising the approaches to core and programme governance, planning and reporting.
- 5.15 There are a number of internal issues the Scottish Government will need to resolve in order to fully rationalise the underpinning sponsorship processes effectively. The role of wider processes (such as the review of grant processes within the Scottish Government) may influence how this is taken forward, in the longer term. However, we do believe there are a number of practical steps which should be taken to progress a Strategic Partnership Agreement in the short term (November 2014 to April 2015) and build on this in the longer term. Our recommendations are outlined here.

## Recommendations

### *A new Strategic Partnership Agreement*

- 5.16 We recommend that the Scottish Government works with the ALLIANCE to jointly draft a new Strategic Partnership Agreement. This should be an accessible, high level document which is in keeping with the spirit of partnership, and actively supports the Scottish Government and the ALLIANCE to strengthen their impact. We recommend it should:
- **Set out how the two organisations will work together** – The document should provide a narrative, which expresses the shared values and priorities within the partnership.
  - **Be outcomes-focused** – It should clearly set out the key outcomes that the ALLIANCE will focus on delivering, for the funding it receives from the Scottish Government, during the period of the Strategic Partnership Agreement.

- **Provide a strategic framework for understanding performance** – It should include a small number (about six) high level, outcomes-focused indicators (and potentially targets) to allow impact to be reported.
- **Role of the ALLIANCE** – The Strategic Partnership Agreement should be clear about the role of the ALLIANCE and how it works with others.
- **Provide an overview of activities** – It should describe the broad areas of activity the ALLIANCE will deliver to bring about the agreed outcomes.
- **Be longer term** – It should cover a three year period, and allow a refresh of the outcomes based on experience.

5.17 We recommend that the Scottish Government and the ALLIANCE work to have a draft Strategic Partnership Agreement in place by the end of November 2014. This should include agreed outcomes, outcomes-focused targets and indicators, and proposed activity areas.

5.18 We suggest this builds on the initial draft outcomes map developed as part of this review process and included as Appendix Two. This map could be further strengthened by rationalising the specific outcomes, and perhaps arranging these into ‘intermediate’ and ‘end’ outcomes to demonstrate the logic that delivering some outcomes will lead to the delivery of others. We believe there would also be value in testing the extent to which the agreed outcomes link to the priorities for the 2020 Vision.

5.19 If funding is to be awarded, we recommend that the Scottish Government moves to agree the ALLIANCE’s core grant funding as soon as possible.<sup>7</sup>

### ***An annual planning and financial cycle***

5.20 We recommend that the partnership relationship between the Scottish Government and the ALLIANCE is underpinned by an annual planning and drawdown cycle. We suggest the two organisations agree broad timescales for each element, including:

- the submission and sign off of an annual activity plan – which broadly sets out specific activities and areas of collaborative activity in the coming year, based on the Strategic Partnership Agreement;
- meetings to review progress and share learning;
- a simple schedule for financial processes – such as drawing down funding, submitting monitoring information, and applying for further funding (while remaining responsive to emerging priorities and opportunities).

### ***Consolidating funding***

5.21 We recommend that the Scottish Government explores the opportunities and benefits of consolidating individual programme funding streams into the ALLIANCE’s core budget. Where there is a genuine need for projects and programmes to continue throughout the life of the Strategic Partnership Agreement, we feel there is value in bringing these together. Clearly, the

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<sup>7</sup> Since the review was completed, core funding has been agreed in principle.

mechanisms for doing this will need to be further discussed with finance professionals within the Scottish Government.

- 5.22 While we recognise that this process may need to be developed over time, we think the two organisations should work quickly to identify which programmes could be brought together in this way, and (where this is not possible) provide a clear rationale for this.

***Rationalising programme governance, planning and reporting***

- 5.23 Whatever decisions are taken about consolidating programme funding into the core settlement for the ALLIANCE, we believe there is a strong argument for rationalising the programme and core governance arrangements, planning and reporting requirements attached to all ALLIANCE funding. We recommend the Scottish Government works to:

- look at the opportunities for one team or group within the Scottish Government to have an overview of all ALLIANCE activity (with advisory and steering functions performed by other boards or groups, where appropriate);
- rationalise funding administration with potentially a single grant offer letter and single payment process for all funding; and
- develop one planning template (such as a Project Initiation Document), and report template to be used for as many funding streams as possible - while these should gather basic financial and output information, they should be strongly outcomes-focused.

- 5.24 In rationalising and simplifying governance, planning and reporting arrangements, it will be important to take a flexible and practical approach, and respond to individual programme needs.

- 5.25 At the moment the ALLIANCE is not required to evaluate and report in an outcomes-focused way across its programmes. We recommend that the ALLIANCE and Scottish Government work together to improve this. This doesn't need to be complex, and could usefully involve self evaluation, feedback from members and other evidence sources. The ALLIANCE should identify a small number of evaluation tools (such as a member feedback form) which can be used to gather information on its progress towards the outcomes agreed in the Strategic Partnership Agreement, or in relation to particular programmes. The ALLIANCE's methods should also allow it to capture learning about what works and what could be improved in terms of its activities. The ALLIANCE or its funders may wish to commission independent evaluation of its work. It will be important to ensure any such evaluation is appropriate and robust.



***A more strategic approach to developing new projects and programmes***

5.26 Over the life of any new agreement it seems likely that new needs will emerge in relation to health and social care. The ALLIANCE may be one of a number of organisations with a role in delivering activities to meet these needs. We recommend the Scottish Government continues to develop a more strategic and planned approach to commissioning health and social care activities. We believe this could improve transparency and joint working in health and social care and strengthen the role of the ALLIANCE. We also recommend that the Scottish Government should require funded organisations clearly to set out the specific outcomes to be delivered as part of its funding agreements.

## APPENDIX ONE – List of ALLIANCE Member and Associate Member Organisations<sup>8</sup>

### Member Organisations

25% ME Group	25% ME Group was set up to offer support services to people severely affected by ME (Myalgic Encephalomyelitis), and their carers.
Aberdeenshire Signposting Project	Aberdeenshire Signposting Project has provided a free, confidential, non-judgemental and impartial signposting service in the Aberdeenshire area since 2004 to people who are at risk of, or are currently experiencing mild to moderate mental health problems.
Action for ME	Action for ME is the UK's leading charity dedicated to improving the lives of people with ME (Myalgic Encephalomyelitis).
Action for Sick Children (Scotland)	Action for Sick Children (Scotland) is the only charity in Scotland dedicated to informing, promoting and campaigning on behalf of the needs of all sick children within our healthcare system.
Action on Hearing Loss	Action on Hearing Loss helps people identify whether they have a hearing loss, campaigns for change, provides services and training and actively supports scientific and technological research.
Age Scotland	Age Scotland work to improve the lives of all people in later life. They celebrate ageing and believe it presents unprecedented opportunities and challenges at home and abroad. They challenge ageist prejudice throughout society.
Alzheimer Scotland	Alzheimer Scotland is a leading voluntary organisation helping people with dementia, their families and carers.
Angus Cardiac Group	Angus Cardiac Group supports cardiac care and rehabilitation in Angus and is open to all those living with coronary heart/cardiac disease, their partners, carers and family members, health professionals and those interested in the aims and activities of the group.
Angus Long Term Conditions Support Group	Angus Long Term Conditions Support Group is designed to provide information and support to anyone with a condition that has a long term need for ongoing care. There are four self-help support groups meeting regularly in Arbroath, Brechin, Carnoustie and Forfar.
Anticoagulation Europe	Anticoagulation Europe is the largest independent charity whose aims include the prevention of thrombosis, and the provision of information, education and support to people on anticoagulant and anti-platelet therapy.
Aphasia Action Group	Is a small PFPI group comprising 3 speech and language therapists and 10 people with aphasia and their families. Their aim is to increase awareness of aphasia and improve services for people with aphasia and their families.
Arthritis Care in Scotland	Arthritis Care in Scotland is the voice for people with arthritis in Scotland.

<sup>8</sup> Information taken from the ALLIANCE website.

Aspire2gether	Aspire2gether is a Social Enterprise and is a Company Limited by guarantee and a Scottish charity. They have been delivering services, which benefit individuals and communities since April 2003.
Asthma UK	Asthma UK Scotland is dedicated to improving the health and wellbeing of people with asthma in Scotland.
Ayrshire Cancer Support	Ayrshire Cancer Support was founded in 1982 to provide emotional support and practical help for cancer patients and their families and carers throughout Ayrshire.
Backcare	Backcare (Lothian Group) is an independent national charity that helps people manage and prevent back pain.
Befriending Networks	To support befriending services (training, information, quality standard, accredited qualifications, networking, campaigning) already operating throughout the UK and to actively support the development of new building services.
Bobath Scotland	Bobath Scotland aims to improve the quality of life for people in Scotland with Cerebral Palsy. Cerebral Palsy impacts on people's ability to walk, move, talk, eat and play. Bobath help young people develop the skills they need to a live a fuller life. They empower parents to give their child the best possible start and continued support and they train education and healthcare professionals who work with those affected by Cerebral Palsy in the community to ensure a continuity of care.
Borders Voluntary Community Care Forum	Borders Voluntary Community Care Forum gives service users and carers a voice. They support organisations that work in health and social care. They work in partnership with Scottish Borders Council, NHS Borders and others to improve services. They provide free training for people who work or volunteer in the health and social care sector, and unpaid carers.
Bowel Cancer UK	Bowel Cancer UK aims to save lives by raising awareness of bowel cancer, campaigning for better treatment and care and providing practical support and advice.
Brain Tumour Charity (The)	The Brain Tumour Charity is the UK's largest dedicated brain tumour charity. It funds scientific and clinical research into brain tumours and offer support and information to those affected, whilst raising awareness and influencing policy. It aims to improve understanding, diagnosis and treatment of brain tumours.
BrainIAC (Brain Injury Awareness Campaign)	BrainIAC (Brain Injury Awareness Campaign) is a group of people with their own individual stories, who are all on the same mission - to improve things for the future.
Braveheart Association	The Braveheart Association helps people with heart problems in Falkirk and Clackmannanshire.
Bravehearts	Bravehearts is a Scotland wide branch of the SACHD for Adults with Congenital Heart Disease. It was set up in 1996 after the European Heart Conference and is run by people with Congenital Heart Disorders, for people with Congenital Heart Disorders.
Breakthrough Breast Cancer	Breakthrough Breast Cancer is the UK's leading charity committed to fighting breast cancer through research, campaigning and education.

British Heart Foundation Scotland	British Heart Foundation Scotland invests in pioneering research, and support and care for heart patients.
British Lung Foundation	British Lung Foundation knows that one person in seven in the UK is affected by a lung disease, whether it is mild asthma or lung cancer, the British Lung Foundation is here for every one of them.
British Red Cross	The British Red Cross helps millions of people in the UK and around the world to prepare for, respond to and recover from emergencies, disasters and conflicts.
Brittle Bone Society	The Brittle Bone Society is the only UK Charity supporting people who have Osteogenesis Imperfecta (OI).
CACE	CACE enhances the wellbeing and quality of life for older people in Cumbernauld, and the surrounding areas. Older people are given individualised support to develop confidence, self esteem, self reliance and independence to fulfil their own potential.
Cancer Link Aberdeen and North (CLAN)	Cancer Link Aberdeen and North (CLAN) is a charity for anyone affected by any cancer at any time from diagnosis onwards.
Cancer Research UK	Cancer Research UK is the world's leading cancer charity dedicated to saving lives through research.
Cancer Support Scotland (Tak Tent)	Cancer Support Scotland (Tak Tent) promotes the care of cancer patients, their families, carers and friends, providing emotional support to all.
Capability Scotland	Capability Scotland campaigns with, and provides education, employment and care services for, disabled children and adults across Scotland.
CARE for Scotland	CARE is a well-established mainstream Christian charity providing resources and helping to bring Christian insight and experience to matters of public policy and practical caring initiatives.
Carers Scotland	Carers Scotland is the Scottish national office of Carers UK and is the only carer-led organisation working for all carers.
Carers Trust	Carers Trust 'formerly Princess Royal Trust for Carers' work to improve support, services and recognition for anyone living with the challenges of caring, unpaid, for a family member or friend who is ill, frail, disabled or has mental health or addiction problems.
Carr Gomm	Carr Gomm is a not for profit company and a Scottish charity established in 2002. They work with people of any age to enable them to develop their potential, achieve their dreams and live within the community.
Castlemilk Stress Centre	Castlemilk Stress Centre provides a range of flexible Stress Management Services to Castlemilk & many surrounding areas tailored to the needs of individuals and groups. Services are provided to adults with mental health problems and addiction issues and any other stress related matters.
Cavernoma Alliance UK	Cavernoma Alliance UK is a charity created by people affected by cavernoma otherwise known as cerebral cavernous malformations or cavernous angioma.
C-Change Scotland	A supported living organisation that delivers creative and flexible support to individuals with learning difficulties and mental health issues.

Centre for Health and Wellbeing	Centre for Health and Wellbeing aims to improve the lives of people who are living with long term medical conditions such as Diabetes, Parkinson's, Multiple Sclerosis, Epilepsy, Depression, Obesity and Respiratory Conditions.
Change One Thought	Change One Thought brings together the skills and talents of a range of therapists that can provide holistic therapies to provide benefits in the workplace environment, to organisations, and individuals.
Changing Faces Scotland	Changing Faces Scotland is a charity that supports and represents people who have disfigurements of the face or body from any cause.
Chest, Heart & Stroke Scotland	Chest, Heart & Stroke Scotland aims to improve the quality of life for people living in Scotland affected by chest, heart and stroke conditions.
Citizens Advice Direct	Citizens Advice Direct is Scotland's independent telephone advice service. It is dedicated to providing advice services in a professional, non-judgemental manner to Scottish citizens by informing and empowering them to make practical choices on important issues in their lives.
Clydeside Action on Asbestos	Clydeside Action on Asbestos provides practical advice and support to those diagnosed with an asbestos-related condition and their families.
Coalition of Carers in Scotland	Coalition of Carers in Scotland is the information network for carers and carer organisations across Scotland.
Common Wheel	Common Wheel supports person-centred mental health recovery by offering high quality, meaningful artistic and technical activities in a safe and effective support environment.
Community Health Exchange (CHEX)	Community Health Exchange (CHEX) is one of the leading agencies in Scotland that provides a resource in supporting community development approaches to health improvement and challenging health inequalities.
Community Renewal	Community Renewal works to transform communities by engaging and supporting people to get involved in community activity and to improve health, learning and employment.
Contact a Family	Contact a Family is a UK-wide charity providing advice, information and support to the parents of all disabled children.
Cornerstone	Cornerstone is one of Scotland's largest charities and a leading provider of services for people with learning disabilities and other support needs.
Cornwallis Associates	Cornwallis Associates provides high quality training and development programmes for improving health, reducing inequalities, motivating behaviour change and improving communication skills.
Craighead Institute for Life and Faith	The Craighead Institute is a not-for-profit international centre of learning, consultancy and research. Founded in 1987, it works with individuals, groups, organisations and congregations concerned with social justice and is committed to bringing about a more humane world.

Crohn's and Colitis UK	Crohn's and Colitis UK (the new working name for NACC) brings together people of all ages who have Crohn's Disease or Ulcerative Colitis, their families and the health professionals involved in their care.
CVS Aberdeenshire - Central and South	CVS Aberdeenshire support community and voluntary sector groups and organisations across Central and Southern Aberdeenshire.
Deaf Connections	Deaf Connections is a support and care service for Deaf and hard of hearing people. They offer communication support by providing registered sign language interpreters, electronic note takers and online interpreting services.
Deafblind Scotland	Deafblind Scotland is a national organisation which provides community care services to deafblind people; represents the concerns of deafblind people on national bodies; promoted the welfare of deafblind people and encourages voluntary effort to improve the lives of deafblind people.
Diabetes UK Scotland	Diabetes UK Scotland works for people with diabetes, funding research, campaigning and helping people live with the condition.
Down's Syndrome Scotland	Down's Syndrome Scotland works to improve the quality of life for everyone in Scotland with Down's syndrome and their families.
Drumchapel L.I.F.E	Drumchapel L.I.F.E. (Living Is For Everyone) is an award winning Healthy Living Centre based in Drumchapel, but supporting individuals, communities and organisations in Drumchapel, Yoker, Scotstoun, Whiteinch and Knightswood.
Dystonia Society (The)	The Dystonia Society helps and supports people with dystonia.
Edinburgh M.E. Self Help Group (EDMESH)	Edinburgh ME Self Help Group (EDMESH) provides support, information and friendship to people affected by Myalgic Encephalomyelitis.
Ehlers-Danlos Support UK	EDS UK was set up in 1987 to support, advise and inform those living with Ehlers-Danlos Syndrome and help them to live full, active and positive lives. EDS is a genetic Connective tissue condition that is a multi-systemic syndrome.
ENABLE Scotland	ENABLE Scotland is the leading charitable organisation in Scotland for people who have learning disabilities. The organisation was founded in 1954 by the parents of children with learning disabilities, as they wanted to ensure their children were integrated into Scottish society and were given the same opportunities and choices as the rest of society.
ENeRGI	ENeRGI provides support and information for people who have experienced, or are experiencing, mental health and/or substance misuse issues as well as their carers by providing a drop-in centre, outreach support and a housing support service.
Epilepsy Connections	Epilepsy Connections is a community based support organisation for people living with epilepsy in the Greater Glasgow area.

Equal Futures	Equal Futures is funded and led by families. They have chosen to take the initiative to plan and support their disabled relatives to enjoy a good life anchored by inclusion and lifelong loving relationships.
Fairway Advocacy	Fairway Advocacy carries out research into the need for Advocacy services among those with neurological disabilities with the aim of creating an advocacy service for those with neurological disabilities. They currently provide advocacy services to those with neurological disabilities as part of their research. It aims to create a more equal and just society for those with neurological disabilities to live in through the creation and provision of advocacy services.
Falkirk District Association for Mental Health (FDAMH)	FDAMH's mission is to promote mental wellbeing by providing a range of services and creating an environment in which to support individuals to recover from mental ill health.
FASD Scotland	Foetal Alcohol Spectrum Disorders (FASD) offers: information and awareness about the lifelong risks of prenatal exposure to alcohol.
Fibromyalgia Friends Scotland	Fibromyalgia Friends Scotland is a support group for people who live with fibromyalgia.
Flourish House	Flourish House is a rehabilitation project for people experiencing the effects of long term mental illness. It creates an environment where people with mental health problems can be helped to acquire the confidence and skills necessary to lead vocationally productive and socially satisfying lives.
Focus ARBD	Focus ARBD is a national collective advocacy group for people who have Alcohol Related Brain Damage (ARBD). Its aims are to: <ul style="list-style-type: none"> <li>• Raise awareness and understanding of ARBD nationally and locally</li> <li>• Tackle stigma</li> <li>• Warn people about the risk of getting ARBD and provide clear messages about how ARBD can be avoided</li> <li>• Improve services for people with ARBD and equity of access</li> <li>• Influence public policy</li> <li>• Supporting each other (peer support) and having a collective voice at the heart of our aims and our work.</li> </ul>
Food Train (The)	The Food Train aim is to help older people who, through age related ill health, frailty or disability, are unable to manage their grocery shopping, by providing a shopping delivery service with additional household support and befriending service where required.
Genetic Alliance UK	Genetic Alliance UK is a UK wide alliance of over 150 patient organisations that support people affected by genetic conditions.
Glasgow Carers Forum - Mental Health	Glasgow Carers Forum - Mental Health is a constituted group of mental health carers and staff working in mental health services in Glasgow.

Glasgow Council for the Voluntary Sector	Glasgow Council for the Voluntary Sector is the main development agency and advocate for voluntary and community organisations in Glasgow.
Glasgow Voices for Change	Glasgow Voices for Change - raise issues, which affects the lives of users of Glasgow Social Work Department. It also campaigns to highlight and resolve issues of concern to users of social work services.
Golightly Coaching	Golightly Coaching's aim is to support people with ME/CFS and fibromyalgia symptoms to recover regardless of how long they've had the condition using the Gupta Programme that retrains the amygdala and by doing so, stops the physical symptoms.
Good Morning Service	Good Morning Service provide a telephone befriending service, which alerts next of kin or the police to potential problems when a call out remains unanswered.
Gorlin Syndrome Group	Gorlin Syndrome Group is a support network offering guidance, advice and information to patients, their families and carers whose lives are affected by Gorlin Syndrome.
Grampian Opportunities	Grampian Opportunities aims to promote employability, develop enterprise and open up employment and volunteering opportunities for disabled people and people with mental health problems.
Haemophilia Scotland	Haemophilia Scotland works for people with haemophilia and bleeding disorders in Scotland.
Haven Centre (The)	The Haven Centre is a registered charity, which provides holistic support to people affected by a life-limiting illness.
Headway Glasgow	Headway Glasgow gives help and support to people affected by brain injury in Glasgow.
Headway UK	Headway UK is a charity set up to give help and support to people affected by brain injury. It does this locally and nationally.
Heal The Whole of Me CIC	Heal The Whole of Me CIC is a not-for-profit Community Interest Company (CIC) that aims to increase the wellbeing of those in Clackmannanshire and the Forth Valley Health Board area.
Healthy n Happy Community Development Trust	Healthy n Happy Community Development Trust operates primarily to make Cambuslang and Rutherglen the healthiest and happiest place to live in Scotland.
Hearing Link	Hearing Link is the UK hearing loss organisation that makes it easy to find the right information, services and support. It is for people with any level of hearing loss and for their families too.
Highland Community Care Forum	Highland Community Care Forum has, over the past 20 years, built up a portfolio of services for carers.
Hirschsprung's & Motility Disorders Support Network (HMDSN)	HMDSN offer support to adults and parents of children who have gastrointestinal problems such as Hirschsprung's.
HIV Scotland	HIV Scotland is the leading national policy and strategic HIV charity.
Homelands Trust-Fife	Homelands Trust-Fife is an independent, Fife-based charity working to improve the quality of life of people affected by disability through the provision of top quality, accessible self-catering accommodation and supportive day services.



HOPE for Autism	HOPE makes a positive difference to the lives of people affected by autism.
Hypermobility Syndrome Association (HMSA)	Hypermobility Syndrome Association (HMSA) (also known as Ehlers-Danlos Syndrome Type 3/Hypermobility) provides support and information to those affected by this syndrome.
IA (The Ileostomy and Internal Pouch Support Group)	IA (The Ileostomy and Internal Pouch Support Group) primary aim is to help people who have to undergo surgery, which involves the removal of their colon and the creation of either an ileostomy or an ileo-anal pouch.
IBD4friends	IBD4friends is a networking site for people with Inflammatory Bowel Disease.
Infusion Co-operative	Infusion Co-operative is the expert consultancy in service user involvement. It helps clients in the public, voluntary and not for profit sectors energise their business by providing a range of services, including research, service evaluation, development, training and facilitation.
Intlife	Intlife are creating a charitable organisation to offer the choice of drug-free treatments for all. A pain management organisation run by people afflicted by chronic pain and their supporters for people in pain and their supporters.
Intrelate Care CIC	Intrelate Care CIC provides support to people with long-term conditions through the development of innovative technological solutions and through personal and organisational development programs.
Iris Cancer Partnership	Iris Cancer Partnership supports and enables access to massage for people affected by cancer in Scotland.
IRISS	IRISS mission is to promote positive outcomes for the people who use Scotland's social services by enhancing the capacity and capability of the social services workforce to access and make use of knowledge and research for service innovation and improvement
ITCanHelp (Scotland)	The purpose of ITCanHelp is to offer technical computer assistance to individuals with disabilities, by providing IT Support Volunteers who will visit disabled people in their homes and at other locations such as day centres,
Lanarkshire ME Support and Advice Group	Lanarkshire ME Support and Advice Group provides support and advice to people with ME in Lanarkshire.
Leonard Cheshire Disability	Leonard Cheshire Disability supports thousands of disabled people both in the UK and in more than 50 other countries. They help people with physical impairments, learning difficulties and long-term health conditions, as well as their carers, friends and families
Let's Get On With It Together	Let's Get On With It Together is derived from the motivation of different organisations within Highland, Argyll and Bute to work in partnership. The partnership has been constituted to develop and deliver a structure and sustainable self-management strategy.
Leuchie House	Since Leuchie House was launched as an independent charity in July 2011, it has welcomed over 740 guests and 62 carers. Leuchie House is the only centre in Scotland offering high quality respite breaks for people with long term physical conditions such as Multiple Sclerosis, Huntington's, Parkinson's, MND, stroke and spinal injuries. Leuchie is a true example of integrated health and social care.

Life Support Partnerships	Life Support Partnerships offers workshops and tuition in the practice of 'Listening through the Body ~ with Art' and how to form and sustain effective self and peer support.
LinkLiving	LinkLiving is a listening, responsive organisation that works in partnership with people, providing a range of care and support services.
Little Haven (The)	The Little Haven provides support for people affected by life limiting illness, including cancer, MS, and heart and lung disease. It delivers a professional service through a sustainable programme of complementary therapy and by providing up-to-date advice and guidance materials for clients, their carers and families.
Live for Life Foundation	Live for Life Foundation supports families affected by Huntington's Disease by improving care and support through raising awareness for Huntington's disease
Lothian Centre for Inclusive Living (LCIL)	Lothian Centre for Inclusive Living (LCIL) is a disability and user-led organisation providing practical services to disabled people in the Lothian region.
Lupus UK	Lupus UK is the only national registered charity supporting people with systemic lupus and discoid lupus and assisting those approaching diagnosis.
Macmillan Cancer Support	Macmillan Cancer Support improves the lives of people affected by cancer.
Macular Society Glasgow Support Group	The Macular Society is a specialist charity for people affected by any form Macular Disease
Marie Curie Cancer Care	Marie Curie Cancer Care provides free care to cancer patients and those with other terminal illnesses in their own homes.
Max Appeal	Max Appeal supports families affected by DiGeorge syndrome, VCFS and 22q11.2 deletion.
MECOPP	MECOPP provides a variety of services to black and minority ethnic carers and communities locally, regionally and nationally.
Melanoma Action and Support Scotland (MASScot)	Melanoma Action and Support Scotland (MASScot) provides support for those with melanoma and non melanoma skin cancer and their carers. Campaigns on treatments and educates on early detection and prevention.
Meniere's Society	Meniere's Society is a UK registered charity dedicated to supporting people with Meniere's disease and vestibular disorders. Meniere's disease is a long term progressive condition affecting both balance and hearing parts of the inner ear.
Midlothian Council for Voluntary Services (CVS)	MVA is the Midlothian Council for Voluntary Service (CVS) and is an independent voluntary organisation. MVA is a partner in the Midlothian Third Sector Interface, and part of the national network, Voluntary Action Scotland.
Minds Matter Training	Minds Matter Training provide mental health training throughout Scotland, and their aim is to make mental health and suicide prevention as accessible as possible to all in Scotland., including getting more of the general public trained in mental health and suicide prevention skills.

MND Scotland	MND Scotland is the only Scottish charity dedicated to people with Motor Neurone Disease (MND), their families, friends and carers. They provide a wide range of services, information about MND, and funding for research.
Moebius Research Trust	Moebius Research Trust is dedicated to raising awareness and funding to allow research into the cause of Moebius syndrome. Moebius Syndrome is a rare congenital disorder which sadly, to date, has no cure.
Momentum	Momentum works in partnership to enable and empower disabled and excluded people to identify and achieve their goals.
Moray Disability Forum	Moray Disability Forum exists to support and assist all who have a disability whether this is physical, mental or sensory.
Moving On Ayrshire	Moving on Ayrshire is a charity based in Ayr, which provides a counselling service at locations throughout South Ayrshire. They offer adult survivors of sexual abuse and rape free one to one person-centred counselling in a safe environment which can enable them to address their issues and helps them work towards a healthier and happier future.
MS National Therapy Centres	MS National Therapy Centres works to support around 60 therapy centres in the UK. These are all independent charities in their own right, but MSNTC aims to provide support.
Multiple Sclerosis (MS) Society Scotland	Multiple Sclerosis (MS) Society Scotland is Scotland's largest charity for people affected by multiple sclerosis.
Multiple Sclerosis Therapy Centre Lothian	The Multiple Sclerosis Therapy Centre Lothian is an independent registered charity, set up in 1984 by a group of people with MS and their families and friends. They provide practical therapies including physiotherapy, yoga, oxygen therapy, affordable reflexology, and other services.
Music in Hospitals	Music in Hospitals enables people of all ages in hospitals, hospices, care homes and day care centres to enjoy the therapeutic benefits of high quality live music.
National Autistic Society	National Autistic Society champion the rights and interest of people with autism and aim to provide individuals with autism and their families with help, support and services that they can access, trust and rely upon and which can make a positive difference to their lives.
National Osteoporosis Society	National Osteoporosis Society is dedicated to eradicating osteoporosis and promoting bone health in both men and women.
National Rheumatoid Arthritis Society (NRAS)	National Rheumatoid Arthritis Society (NRAS) aims to provide information and support for people with rheumatoid arthritis (RA), their families, friends and carers, and health professionals with an interest in RA.
Neighbourhood Networks	Neighbourhood Networks' aims and objectives are to work with local communities to support and empower even more people described as having learning disability or other people who could benefit from this flexible model of support. They work in partnership with people and agencies from other areas in Scotland to develop and create new networks which respond to local community needs.

Neurological Alliance of Scotland	Neurological Alliance of Scotland is a focused and purposeful forum of not-for-profit organisations and groups representing many thousands of people affected by neurological conditions in Scotland.
Never Give Up, Never Give In	This organisation provides peer support for all individuals living with a long-term condition, in order to alleviate social exclusion and isolation. Promotes a positive and proactive approach to living with a long-term condition, encouraging individuals to still have fun and to aspire to having a good quality of life. To raise awareness of the overall impact being diagnosed with a long-term condition can have on all aspects of an individuals' life and those who are close to them.
No Strings Attached (Scotland)	No Strings Attached (Scotland) is an independent registered charity, based in West Scotland committed, through asthma management and music education to providing opportunities for young people with asthma, to help them better manage their condition and to participate more fully in all that life can offer.
North Lanarkshire Disability Forum	NLDF aim to support people with disabilities (and their carers) in achieving control over their lives and having a say over what happens to them. They provide information and advice on all aspects of disability relevant to any issues. Distribute up to date information on disability issues to individuals and organisations.
Now You're Talking Health & Wellbeing	Now You're Talking aims to promote health and wellbeing in North Lanarkshire, using a peer support model. They provide a range of activities centred around wellness recovery and self management which include the Happy Talk Cafe.
Open Secret	Open Secret provides confidence support and counselling services to individuals and families who live with the impact of childhood abuse in Scotland.
Organisation for Anti-Convulsant Syndrome (OACS)	OACS is a support group for the sufferers and the families of those who were born with a Foetal Anti Convulsant Syndrome (FACS).
Outside the Box Development Support	Outside the Box Development Support provides community development support to individuals and organisations across Scotland. This includes work with people who have long-term conditions.
Pain Association	Pain Association Scotland is a unique organisation that has pioneered the development and delivery of the self management training approach to chronic pain throughout Scotland for the last 19 years.
Pain Concern	Pain Concern provides information and support for those who live with pain and those who care for them.
Paisley FM (Fibromyalgia Support Group)	Paisley FM (Fibromyalgia Support Group) provides support and information to people with fibromyalgia, their friends and carers raising awareness of fibromyalgia in the Renfrewshire area. Paisley FM is a support group working with FMA UK.
PAMIS	PAMIS is the only organisation working with people with profound and multiple learning disabilities for a better life.

Parents of Autistic Spectrum Disorder Adults (PASDA)	Parents of Autistic Spectrum Disorder Adults (PASDA) is a support organisation for parents and carers of adults on the autistic spectrum who live in Edinburgh and the Lothians.
Parkinson's UK	Parkinson's UK is the leading charity dedicated to supporting all people with Parkinson's, their families, friends and carers.
Patient Information Forum (PIF)	The Patient Information Forum is the organisation for consumer health information in the UK.
Patient Opinion	Patient Opinion aims to make it quick, easy and safe for patients and carers to give feedback about their health care, and for health service providers to respond to and make use of feedback for service improvement.
PBC Foundation (The)	The PBC Foundation provides support for people with primary billiary cirrhosis, their families and friends.
Penumbra	Penumbra is one of Scotland's leading mental health organisations, providing a wide range of support services for adults and young people.
People First (Scotland)	People First (Scotland) started in 1989. It is an independent self-advocacy organisation in Scotland run by and for people with learning difficulties.
Pink Ladies 1st	Pink Ladies provides confidence building courses for women in Midlothian who are affected by anxiety and depression
Plus Perth	Plus Perth improves the lives of people who have used mental health services, promoting mental health for all and challenging stigma.
PMR-GCA Scotland	PMR-GCA Scotland aims to support those who live with polymyalgia rheumatic and/or giant cell arthritis and their families, and raise awareness of this condition.
Polycystic Kidney Disease Charity	Polycystic Kidney Disease Charity is dedicated to the concerns of people affected by Polycystic Kidney Disease (PKD), a range of inherited, incurable renal conditions.
Positive Choices	Positive Choices formerly known as Disability Information Services in Perthshire (DISIP) allows clients to obtain a diverse range of information from one call or meeting, and from a single source.
Progressive Supranuclear Palsy Association (The)	The Progressive Supranuclear Palsy Association is the only national organisation in the UK dedicated to the support of people with PSP.
Psoriasis Association (The)	The Psoriasis Association provides information to give a better understanding of what psoriasis is, what causes it and what treatments are available.
Psoriasis Scotland, Arthritis Link Volunteers (PSALV)	Psoriasis Scotland, Arthritis Link Volunteers (PSALV) provides Scottish based patient information, support and advice on psoriasis and psoriatic arthritis.
Quarriers	Quarriers provides a variety of support services to children, adults, young people and carers. Their four main areas of work are epilepsy, children and families, adults with disabilities and young people.
REACH South Lanarkshire Autism	REACH were established to bridge the inequalities across Lanarkshire, to provide support to families who have a young person with an Autism Spectrum Disorder.

RehabGrads Scotland	RehabGrads Scotland activities promote abstinent recovery to service users currently engaged with addiction treatment centres
Revive MS Support	Revive MS Support is a charity dedicated to helping everyone affected by Multiple Sclerosis.
Royal National Institute for the Blind (RNIB)	Royal National Institute for the Blind (RNIB) supports blind and partially sighted people.
Scottish Association for Mental Health (SAMH)	Scottish Association for Mental Health (SAMH) is Scotland's leading mental health charity.
Scottish Burned Children's Club	Scottish Burned Children's Club is an organisation that helps children, up to the age of eighteen, who have sustained burn and scald injuries.
Scottish Consortium for Learning Disability (SCLD)	Scottish Consortium for Learning Disabilities (SCLD)'s mission is to work in partnership with people with learning disabilities of all ages and family carers to challenge discrimination and to develop and share good practice. Their goal is an inclusive Scotland where everyone is valued and respected for who they are and what they contribute as equal citizens.
Scottish Council on Deafness	Scottish Council on Deafness represents organisations working with and on behalf of Deaf Sign Language users, deafened, deaf blind and hard of hearing people.
Scottish Disability Equality Forum	The Scottish Disability Equality Forum is a user-led membership organisation, which works across Scotland to remove barriers to the full social inclusion of people affected by disability.
Scottish Head Injury Forum	Scottish Head Injury Forum aims to provide education about acquired brain injury (ABI) to professionals and people with ABI and their families.
Scottish Huntington's Association	Scottish Huntington's Association provides expert care to families living primarily in their own homes. Just as importantly, support is offered by families for families via a network of local family support groups.
Scottish Independent Advocacy Alliance	Scottish Independent Advocacy Alliance safeguards people who are vulnerable and discriminated against or who services find difficult to serve, empowering people who need a stronger voice by enabling them to express their own needs and make their own decisions.
Scottish Post Polio Network	Scottish Post Polio Network provides support for polio survivors in Scotland.
Scottish Seniors Alliance	Scottish Seniors Alliance represents local and national communities, supports and provides information and signposting.
Scottish Spina Bifida Association	Scottish Spina Bifida Association is Scotland's voice for Spina Bifida, hydrocephalus and related conditions.
Scottish Stammering Network	The aim of the Scottish Stammering Network is to provide support to people who stammer and to raise awareness of the condition. The Charity does this at present by running support groups, workshops and open days.
Self-Directed Support Scotland	SDSS is a national membership organisation which actively promotes Independent Living by supporting, working with and championing the aims of Self-Directed Support disabled people's organisations.

Sense Scotland	Sense Scotland is part of the UK National Deafblind and Rubella Association and is registered as a company with charitable purposes in its own right in Scotland.
Shared Care Scotland	Shared Care Scotland was formed to promote and support the development of flexible, imaginative and person centred short break services (respite care) throughout Scotland.
Shared Lives Plus	Shared Lives Plus is the UK network for family-based and small-scale ways of supporting adults.
SITE (Supported Integration Training and Employment)	SITE provides training and support to people affected by sight loss.
Skin Conditions Campaign Scotland	Skin Conditions Campaign Scotland represents the interests of patients and patient groups. Members come from a wide range of organisations representing people with skin conditions.
SKS Scotland	SKS Scotland aims to deliver 'hands on' business support to organisations in the third sector and to engage with people with long-term conditions to deliver this service.
SNAC (Scottish Network for Arthritis in Children)	The object of the charity is to provide a national support network for children with arthritis and their families through the provision of factual, practical and emotional support.
Social Care Ideas Factory	Social Care Ideas Factory is an innovative network of social care provider organisations delivering services across Glasgow.
Speak Easy	Speak Easy is a group of people who have a Larynegectomy (removal of the voice box) due to cancer who have now formed a self help group.
Speakability	Speakability helps aphasic individuals rebuild communication through information services and self-help groups.
Spinal Injuries Scotland	Spinal Injuries Scotland is the national voluntary organisation concerned with new and long-term spinal cord injured people, their relatives and friends along with those involved in the management, care and rehabilitation of the injury.
Stirling Users Network (StUN)	StUN is a user-led charity, representing those with lived experience of mental health issues in Stirling (district). Their aim is to ensure that people with lived experience are fully involved in all decisions that affect them; that they are valued and supported to lead a full and fulfilling life.
Stroke Association (The)	The Stroke Association works for a world where there are fewer strokes and all those touched by stroke get the help they need.
Sue Ryder	Provides free care to those affected by life-changing illnesses, delivered through their fourteen care centres, homecare services and healthcare clinics, both in the UK and internationally.
Support in Mind Scotland	Support in Mind Scotland (formerly National Schizophrenia Fellowship Scotland) works to improve the wellbeing and quality of life of people affected by serious mental illness. This includes those who are family members, carers and supporters.

SURF	SURF is Scotland's independent regeneration network. Its overall objective is to improve the health and wellbeing of residents in Scotland's disadvantaged communities.
Talk Lipoedema	Talk Lipoedema are a UK based organisation active across the UK. They provide benefit to sufferers of lipoedema and their carers through participating in various projects and increasing awareness of the disease.
TAP Fibromyalgia Support Group	TAP Fibromyalgia Support Group provides help and support for people with fibromyalgia in Tayside, Angus and Perthshire.
Target Ovarian Cancer	Target Ovarian Cancer is dedicated to achieving a long and good life for every woman diagnosed with ovarian cancer in the United Kingdom.
Terrence Higgins Trust	Terrence Higgins Trust is at the forefront of the fight against HIV, and improving the nation's sexual health.
The Coach House Trust	The Coach House Trust is a voluntary organisation that aims to promote social and economic inclusion through integrating people into their communities. They work with people aged 16 and over who have experienced exclusion from mainstream society and who are looking to improve their employability.
The Hope Cafe Lanarkshire	The Hope Cafe Lanarkshire provide opportunities for people with lived experience of mental health problems to support each other in their recovery journey through mutual support, self management, training and volunteering.
The Plan B Partnership Financial Inclusion Social Enterprise	The Plan B Partnership are a financial inclusion organisation their role is to make sure that people of all abilities are able to understand & access the right financial guidance, advice and plans that improve their financial health, confidence and security.
The Vital Force	The Vital Force is a new Scottish Charity created by staff at the NHS Centre for Integrative Care at Glasgow Homeopathic Hospital to help to improve the health and wellbeing of people in Scotland.
Thistle Foundation (The)	Thistle is a pioneering, boundary pushing organisation that supports people with disabilities and health conditions to lead full and active lives.
Tourette Scotland	Tourette Scotland is a registered charity dedicated to providing support and information to people living with Tourette syndrome and promoting "empathy not sympathy."
Town Break Stirling Group	Town Break is a local community-based charity which offers a twice-weekly Day Club in Stirling and a weekly Day Club in Callander for more rural clients.
Transverse Myelitis Scotland Support Group	Transverse Myelitis Scotland Support Group is dedicated to advocacy for those who have these rare neuroimmunologic conditions.
Tuberous Sclerosis Association	Tuberous Sclerosis Association is the UK charity that supports individuals, promotes awareness and seeks the causes and best possible management of Tuberous Sclerosis Complex (TSC).



Universal Comedy	Universal Comedy deliver unique comedy workshops and training courses for people experiencing the downside of ill health, depression and anxiety, employment problems or anyone who would benefit from a laugh.
UPDATE	UPDATE improves the Quality of life of disabled people and carers in Scotland, primarily by enabling information providers to offer accurate, relevant and accessible disability-related information.
Urostomy Association	The aims of the Urostomy Association are to assist those who are about to undergo or who have undergone surgery which results in a urinary diversion, such as a urostomy, continent urinary pouch or neo bladder. To assist carers in the rehabilitation of people with a urinary diversion and to improve the quality of life of people who have undergone urinary diversion surgery and those who care for them.
Visibility	Visibility listens and responds to people affected by visual impairment to encourage a culture and environment which promoted choice and independence for all.
VOCAL (Voice of Carers Across Lothian)	VOCAL delivers carer support through two carers centres in Edinburgh and Midlothian, and through staff based in the community. VOCAL works with carers to identify a plan of support which can include work with other agencies, referral to benefit or power of attorney surgeries and access to a range of training and lifestyle management opportunities.
Voluntary Action North Lanarkshire	Voluntary Action North Lanarkshire (VANL) is the development agency for third sector organisations in North Lanarkshire.
Voluntary Health Scotland (VHS)	Voluntary Health Scotland (VHS) is a national intermediary body of voluntary and community health organisations.
Waverley Care	Waverley Care is Scotland's largest charity providing support to people with HIV and Hepatitis C and to their partners, families and carers.
Wel Net Support Group	Wel Net are a mutual support group the incorporates mindfulness and meditation practices from the wel programme at Glasgow Homeopathic Hospital
West Lothian Fibromyalgia Support Group	The purposes of the group are as follows: <ul style="list-style-type: none"> <li>• To improve the quality of life of persons in and around West Lothian who suffer from Fibromyalgia.</li> <li>• To advance the education and awareness of the general public and relevant healthcare professionals regarding the nature, effects, incidence and management of this debilitating condition.</li> </ul>
Work4ME	Work4ME is a social enterprise. They are champions of self-employment for people with long-term conditions.
Yorkhill Children's Charity	Yorkhill Children's Charity sits firmly at the heart of the hospital and works tirelessly doing all that they can to make these difficult times easier for the children and their families, helping to give them the best chance of making a full recovery.

## Associate Member Organisations

Aberdeen Council for Voluntary Organisations (ACVO)	The Association of the British Pharmaceutical Industry (ABPI) represents innovative research-based biopharmaceutical companies, large, medium and small, leading an exciting new era of biosciences in the UK.
Alliance for Self Care Research	Alliance for Self Care Research remit is to undertake research to support self-care and self-management of health. And to support knowledge exchange relating to self-care and self-management of health.
Allied Health Professions Federation Scotland	Allied Health Professions Federation Scotland works to promote and optimise Allied Health Professionals' essential contribution to improved patient care. No website at present. Please contact Alliance Scotland for details.
Alternatives to Violence Project Scotland	Mission is to serve people who want to respond to conflict and violence without using, or being the victim of, violence. They run workshops open to anybody that wants to learn to handle conflict well, deal more effectively with strong feelings like anger, and build better relationships.
Argyll Voluntary Action	Argyll Voluntary Action (AVA) supports people & communities across Argyll & Bute to thrive.
Arran Council for Voluntary Service	Arran Council for Voluntary Services provide a wide range of information and support services to voluntary and community groups located on the Islands of Arran and Cumbrae.
British Association and College of Occupational Therapists	The British Association of Occupational Therapists is the professional body representing a diverse and thriving community of occupational therapy staff across the UK.
British Association of Supported Employment (BASE)	The British Association of Supported Employment (BASE) is a membership organisation for supported employment agencies and supported businesses in the UK.
Building Healthy Communities	Building Healthy Communities is a strong dynamic partnership which reduces health inequalities using a community development approach to promote the health and well being of the most disadvantaged individuals, families, communities and organisations in Dumfries and Galloway.
Charity Careers Scotland (Corporate Associate)	Charity Careers Scotland is the only online recruitment solution specifically for Scottish charities. We are staffed by people who know exactly how charities need to recruit because we have worked in the voluntary sector ourselves.
Chartered Society of Physiotherapy (The)	The Chartered Society of Physiotherapy provides a wide range of member services and campaigns on behalf of physiotherapists and the physiotherapy profession.
Citizens Advice Scotland	Citizens Advice Scotland (CAS) is a national umbrella body that provides essential services to Scottish Citizens Advice Bureaux.
Clackmannanshire Third Sector Interface Limited	Clackmannanshire Third Sector Interface, also known as CTSI, has been launched to enable development of the Voluntary Sector in Clackmannanshire to meet the needs of the community and to represent the Voluntary Sector in community planning.
Community Pharmacy Scotland	Community Pharmacy Scotland is an organisation which represents community pharmacy owners throughout Scotland in almost every aspect of their working lives , and is

	the voice of these vital healthcare professionals north of the Border, as they deliver pharmaceutical care to people of Scotland.
Crohn's and Colitis UK - Scotland	Crohn's and Colitis UK - Scotland aims to improve life for everyone affected by Inflammatory Bowel Disease (IBD), the most common forms being Crohn's Disease and Ulcerative Colitis. Together these conditions affect about 250,000 people in the United Kingdom.
Crohn's and Colitis UK: Clyde Group	Support group for the local members of Crohn's and Colitis UK, covering the Greater Glasgow and Clyde area.
CVS Aberdeenshire - Central and South	CVS Aberdeenshire - Central & South exist to support and represent local voluntary sector organisations by offering a range of services for both new and established groups
CVS Inverclyde	CVS Inverclyde Develop community groups, voluntary organisations & social enterprise and championing the role of the third sector in building successful communities.
Diabetes Minority Ethnic Group (DMEG)	Diabetes Minority Ethnic Group (DMEG) aim to improve the dissemination of information for the prevention and early detection of diabetes to minority ethnic people in Scotland.
Dumfries and Galloway Third Sector Interface	Dumfries and Galloway Third Sector Interface promote, support and develop a strong third sector; develop social enterprise; develop volunteers and volunteering; and connect the third sector to community planning.
East Dunbartonshire Voluntary Action	East Dunbartonshire Voluntary Action aim is improving all services for end users. EDVA provides services across 4 main areas; Volunteering, Voluntary Sector, Social Economy and Community Engagement.
Edinburgh Carers Council	Edinburgh Carers Council are an independent organisation that provides advocacy, information and learning opportunities to carers.
Edinburgh Voluntary Organisations' Council	Edinburgh Voluntary Organisations' Council – EVOC – helps to support, develop and promote the interests and work of voluntary and community organisations in Edinburgh.
Energy Saving Trust	The Energy Saving Trust is one of the UK's leading impartial organisations helping people save energy and reduce carbon emissions.
Engage Renfrewshire	Engage Renfrewshire's goal is to provide help and support to people living in Renfrewshire who want advice on volunteering and community work, as well as payroll and financial services.
Evaluation Support Scotland	Evaluation Support Scotland (ESS) works with voluntary organisations and funders so that they can measure and report on their impact and improve their services.
Family Therapy Training Network	The Family Therapy training Network (FTTN), is a multidisciplinary group of professionals, whose members are amongst the most experienced family therapists and family therapy trainers in Scotland and the North of England.
Fife Voluntary Action	Fife Voluntary Action (FVA) is the third sector interface for the Fife Council area. They support, develop and represent community groups, voluntary organisations, social enterprises and volunteering.
Fife Voluntary Action	Fife Voluntary Action (FVA) is the third sector interface for the Fife Council area. We are an independent charity that receives funding from key public sector agencies to ensure

	the third sector is robust, resilient and delivers high quality services for the people of Fife.
General Pharmaceutical Council	General Pharmaceutical Council is the regulator for pharmacists, pharmacy technicians and pharmacy premises in Great Britain. It is our job to protect, promote and maintain the health, safety and wellbeing of patients and the public who use pharmaceutical services in England, Scotland and Wales.
Generations Working Together	Generations Working Together provides information, delivers support and encourages involvement to benefit all of Scotland's generations, by working, learning, volunteering and living together.
Highland Third Sector Partnership	The Highland Third Sector Interface is the Third Sector 'interface' for the Highland area. With 8 partner organisations they are committed to working together with a common purpose and shared values and principles to represent and deliver the four core functions of a Third Sector Interface.
Inspire Community Coaching	Inspire Community Coaching provides tailor made coaching programmes in employment and life skills to individuals, groups and communities in the public, private and voluntary sector. These programmes are highly effective in motivating people in innovative and empowering ways.
International Futures Forum	International Futures Forum is a charity established to support a transformative response to complex and confounding challenges and to restore the capacity for effective action.
Lambhill Stables	Lambhill Stables is a centre point for the community, providing local residents with the opportunity to take part in a range of recreational activities, and to access a range of educational resources to develop their potential as active citizens in the community.
Learning Network West	Learning Network West vision is to provide a unique contribution in assisting and supporting workforce learning and development with the social services sector. Their objective is to develop and maintain an effective forum for all its stakeholders in order to enable workforce learning and development which is a key contributor to improving services that better meet the needs of service users and carers
Light on the Path	The key aim of Light on the Path is to empower and equip individuals and organisations to develop, accessing opportunities that they might not otherwise. They provide Reiki training and assist organisations with free interns and funding application support.
Living Streets Scotland	Living Streets is the national charity that stands up for pedestrians. With our Supporters we work to create safe, attractive and enjoyable streets, where people want to walk.
NHS 24 Health Information Services	Health Information Services within NHS 24 provides a growing range of quality assured health and care information services to the population of Scotland.
NHS Borders	NHS Borders improves the health of the people of the Scottish Borders.
NHS Education for Scotland (NES)	NHS Education for Scotland (NES) provides knowledge and information services and trains staff and partners of NHS Scotland.

NHS Lanarkshire	NHS Lanarkshire is responsible for improving the health of more than 553,000 people living within the North and South Lanarkshire local authority areas.
NHS National Services Scotland	Is accountable to the Scottish Government, they work at the very heart of the health services, providing national strategic support services and expert advice to NHS Scotland.
NHS Tayside	NHS Tayside is responsible for meeting the health needs of more than 388,780 people living in Tayside.
Nursing and Midwifery Council (NMC)	Nursing and Midwifery Council (NMC) exists to safeguard the health and wellbeing of the public by registering all nurses and midwives in the UK and setting standards of training, education and conduct. The NMC is happy to be an associate member of the ALLIANCE Scotland but, as an independent statutory regulator, does not take part in the campaigning activity of Alliance Scotland.
Paths for All Partnership	Paths for All Partnership is a partnership of more than 20 national organisations committed to promoting walking for health and the development of multi-use path networks in Scotland and reducing the proportion of the population who are inactive, through a national walking programme.
REACH Community Health Project	REACH Community Health Project is a national third sector organisation with a key strategic role in improving the health, wellbeing and health care provision of Black and Minority Ethnic (BME) communities in Scotland.
Royal College of Nursing Scotland	Royal College of Nursing Scotland represents nurses and nursing, promotes excellence in practice and shapes health policies.
SCARF	SCARF provides householders, businesses and organisations with independent, free and impartial advice on sustainable use of energy that will not only reduce the amount of energy they use or save them money on fuel bills, but give them a warm, dry environment that puts less strain on natural resources and help combat climate change.
School of Nursing, Midwifery & Health, University of Stirling	The School is one of the UK's premier research schools. They work with their partners to provide high quality clinically-relevant research in the UK and internationally.
Scottish Dementia Clinical Research Network - SDCRN	SDCRN brings together Scotland's leading academics, clinicians, carers and people with dementia and aims to turn scientific discoveries into safe and effective treatments.
Scottish Fire and Rescue Service	Scottish Fire and Rescue Service was established on 1st April 2013, bringing together the collective skills and experience from across Scotland's previous eight fire and rescue services. The work in close partnership with local communities right across Scotland to deliver crucial safety messages in the fight against fire.
Scottish Health Council	The Scottish Health Council and was established in 2005 to promote Patient Focus and Public Involvement in the NHS in Scotland. It is part of Healthcare Improvement Scotland. A key aspect of the Scottish Health Council's role is to support NHS Boards to improve individual and collective participation and also to monitor how they carry out their statutory duty to involve people in the planning and delivery of health services.

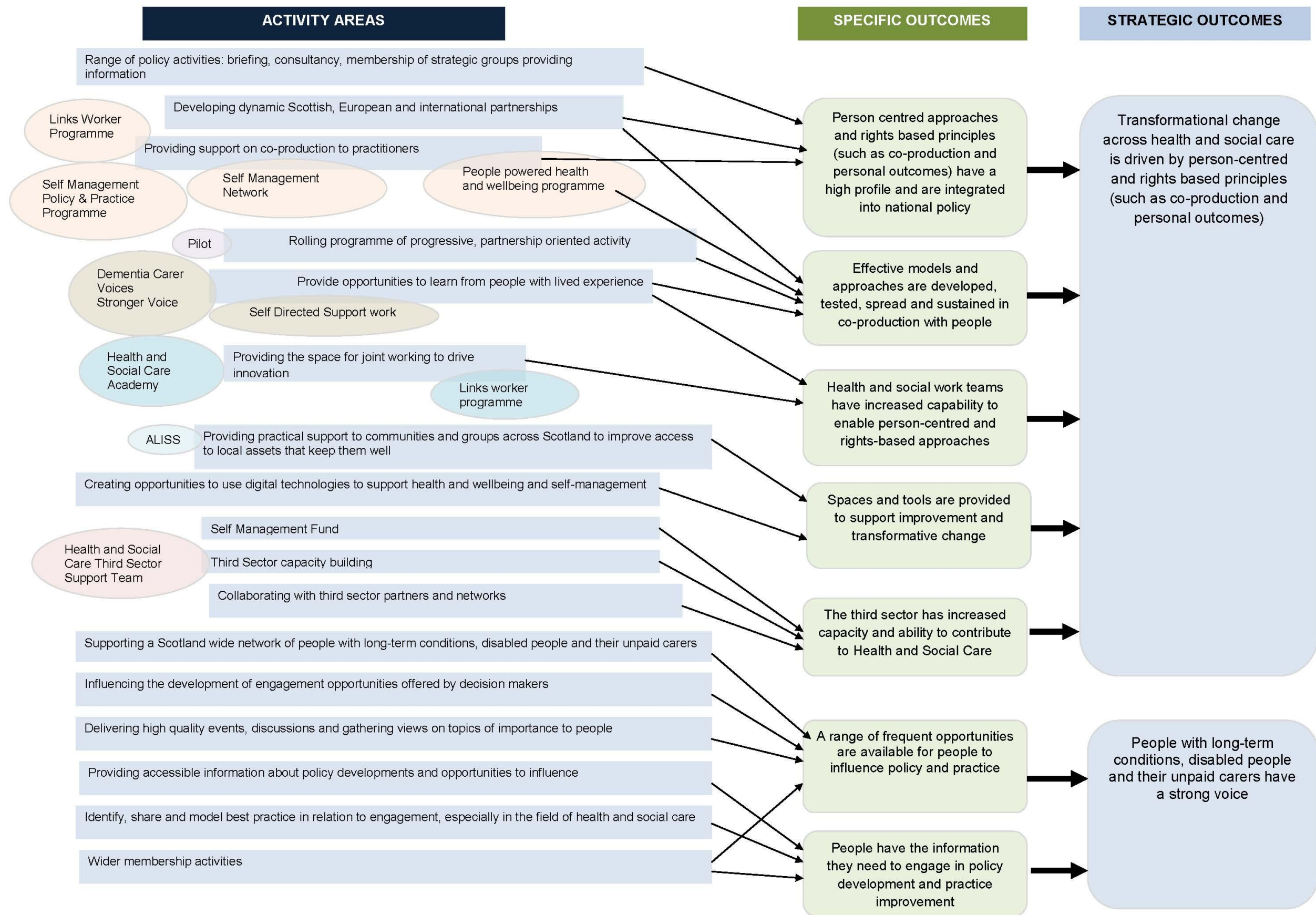
Scottish Partnership for Palliative Care	Scottish Partnership for Palliative Care is an umbrella organisation and representative body for palliative care in Scotland.
Scottish Pharmacy Board	Scottish Pharmacy Board is proud to be the professional body for pharmacists and pharmacy in England, Scotland and Wales.
Scottish Recovery Network (Penumbra)	Scottish Recovery Network (Penumbra) was formally launched in 2004 as an initiative designed to raise awareness of recovery from mental health problems.
Share Abilities	SHARE Abilities exists to bring out the best in people by supporting those who are experiencing difficulties in their lives to participate in positive activities to improve their general health and well-being and to provide opportunities to grow and develop
Shetland Community Health Partnership (CHP)	Shetland Community Health Partnership (CHP) is responsible for managing a wide range of community based health care services and, in partnership with the Shetland Islands Council (SIC), provides a focus for the integration between primary care, specialist services and with social care to ensure that local population health improvement is placed at the heart of service planning and delivery.
Social Care and Social Work Improvement Scotland (SCSWIS)	Social Care and Social Work Improvement Scotland (SCSWIS) was set up in April 2002 under the Regulation of Care (Scotland) Act 2001 to regulate all adult, child and independent healthcare services in Scotland.
Society of Chiropodists and Podiatrists	The Society of Chiropodists and Podiatrists (SCP) is the Professional Body and Trade Union for registered podiatrists. The Society represents around 10,000 private practitioners, NHS podiatrists and students.
Stirlingshire Voluntary Enterprise	Stirlingshire Voluntary Enterprise provide support for voluntary organisations, social enterprises and volunteers in many areas, including funding advice, organisational structure, volunteer management, charity law compliance and representation on Community Planning Partnerships.
SUSE	The Scottish Union of Supported Employment is an umbrella organisation for public, private and voluntary bodies interested in supported employment, social inclusion and the changeover from traditional resource centre based day services to programmes in the community.
Telecare Services Association	The TSA is a membership based, not for profit organisation, formed in 1995 whose members provide telecare and telehealth to over 1.7 million service users.
The Bridge - Scottish Borders Community Development Company	The Bridge is an integral part of the Scottish Borders Third Sector Interface. They provide community development support and practical help on a range of issues
The Conservation Volunteers Scotland	TCV are an organisation that work to reclaim green spaces offering volunteers the opportunity protect and enhance green spaces and biodiversity whilst also learning new skills, getting fitter, engaging with their environment and meeting other like minded people
The Queen's Nursing Institute Scotland	The Queen's Nursing Institute Scotland (QNIS) has supported community nursing to deliver excellent care throughout Scotland.
Third Sector Lab (Corporate	Third Sector Lab is Scotland's leading digital media agency

Associate)	working solely with voluntary, social enterprise and public sector clients. They provide a wide range of digital services, including website design, social media strategy, training and event support.
Tunstall Healthcare (UK) Ltd (Corporate Associate)	Tunstall Healthcare (UK) Ltd's philosophy is to protect, support and care for people by providing healthcare technology and services that enable anyone requiring support and reassurance, such as older people or those with long term needs, to lead an independent life with dignity and reassurance.
Voluntary Action East Renfrewshire	Voluntary Action East Renfrewshire is part of a national network of Third Sector Interfaces (TSIs) whose ambition is to see a Scotland in which voluntary and social enterprise action in all its forms flourishes and delivers strong resilient communities.
Voluntary Action Orkney	Voluntary Action Orkney (VAO) supports this tradition by bringing together resources and expertise, working with the community to ensure a thriving, sustainable and healthy third sector for the future.
Voluntary Action Scotland	Voluntary Action Scotland is the umbrella body for Scotland's network of Third Sector Interfaces. VAS aims to develop, represent and support third sector interfaces and their members to ensure that, together, we can effectively influence policy and services planning at national, regional and local level and ensure our sector is recognised as key contributors to the delivery of high quality services.
Voluntary Action South Ayrshire	Voluntary Action South Ayrshire (VASA) is the local Third Sector Interface. It is recognised by Scottish Government and South Ayrshire Council as fulfilling a key role in ensuring the continued development of a robust Third Sector in South Ayrshire.
Volunteer Centre Glasgow (The)	The Volunteer Centre Glasgow aims to improve the quality of life for the people of Glasgow by offering opportunities to use and enhance their skills in volunteering, training and personal development.
Volunteer Development Scotland	Volunteer Development Scotland leads the way in informing and modernising approaches to volunteering policy, enhancing practice and improving the quality of the volunteering experience.
Walking on Wheels Trust	Walking on Wheels Trust provides a guide for wheelchair users and electronic scooter users who wish to enjoy the Scottish countryside.
Wellbeing Alliance	The Wellbeing Alliance are a health and wellbeing management consultancy that operates as an independent not for profit social enterprise who produce innovative proposals ,projects and campaigns to help improve health and equality. We are a team of Healthcare professionals and public health trained social entrepreneurs who live in Scotland but work throughout the UK
West Dunbartonshire Community Volunteer Service (WDCVS)	West Dunbartonshire Community Volunteer Service (WDCVS) exists to promote, develop and support volunteering and third sector activity throughout the area of West Dunbartonshire.

YSM Solutions (Corporate Associate)	YSM Solutions is a vocational rehabilitation and wellbeing company based in Glasgow specialising in musculo-skeletal, stress and mental health conditions. Their main aim is to reduce sickness absence and enable those at work to be fit at work and those off sick or not in work to be fit for work.
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## Appendix Two – Draft Outcomes Map



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