



Plan 2023-24

(Approved by SPPC Council March 2023)

Table of Contents

SPPC'S PURPOSE.....	2
SPPC'S VISION.....	2
THE SPPC TEAM	3
CONTEXT FOR PLANNING	4
PLANNED ACTIVITIES	6
LISTEN, INFORM AND CONNECT THE SECTOR	7
VOICE	10
PROMOTE OPEN AND SUPPORTIVE ATTITUDES & BEHAVIOURS.....	12
ENSURE OUR IMPACT	18
APPENDIX 1 – THE ROLE OF INTERMEDIARY ORGANISATIONS	20
APPENDIX 2 - KEY DATES/EVENTS 2023-24	21

SPPC's Purpose

SPPC exists in order to improve people's experiences of living with declining health, death, dying and bereavement in Scotland. This includes but is not limited to improving palliative and end of life care.

SPPC's Vision

Scotland should be a place where:

- ❖ *people's wellbeing is supported even as their health declines*
- ❖ *people die feeling well looked after and having had their beliefs and wishes respected*
- ❖ *people feel supported throughout bereavement.*

Everyone, regardless of age, diagnosis, characteristics, beliefs or circumstance should experience kind, compassionate, safe, effective person-centred care wherever it is required from health and care staff who continue to take actions that make a significant difference to a person's wellbeing throughout the last years, months, weeks, days and hours of that person's life.

Yet some roles can only be undertaken by friends, families and communities. Therefore, communities and individuals need to have the knowledge,

information, confidence and opportunity to help each other through the hard times which can come with declining health, death, dying and bereavement.

SPPC's Role in Achieving this Vision

This vision can only be achieved by individuals, communities and formal services working together. Commitment to this ambition and leadership is needed at national and local level, by organisations and by individuals.

SPPC's role in achieving the vision is:-

1. To inform and connect organisations and individuals with a role to play
2. To provide a voice for improving experiences of serious illness, dying and bereavement.
3. To promote positive and supportive behaviours and attitudes around living with serious illness, dying and bereavement

These are 3 strategic priorities which provide a framework for our more detailed plans.

At the core of SPPC's activity and value is to deliver the functions and activities of a network and an "intermediary organisation" (see **Appendix 1** for a graphic on what intermediary organisations offer to members and to government).

The SPPC Team

Name	Role (& areas of focus)	WTE
Susan Diotaiuti	Executive Assistant/PA to Chief Executive	0.8
Pauline Ellison	Groups, Exhibitions and Publications Manager	1.0
Claire Femister	Finance and Administration Manager	0.7
Caroline Gibb	Community Development Lead (EASE, Truacanta Network)	1.0
Mark Hazelwood	CEO	1.0
Samara Leibner	Project Assistant (GLGDGG, EASE)	1.0
Rebecca Patterson	Director, Good Life, Good Death, Good Grief (and Policy and Communications Manager)	1.0
Caroline Sime	Clinical Engagement Lead (previously Building on the Best Programme Manager)	0.6

Context for Planning

(**Appendix 2** shows an updated version of SPPC's Risk Register)

SPPC's Organisational Strategy

SPPC's current organisational strategy (produced in 2017) is still relevant and useful in guiding SPPC's work. However, once the shape of the SG's PEOLC strategy becomes clearer (and potential areas of focus for SPPC) SPPC's strategy should be revisited and renewed. The SG strategy is scheduled for December 2023.

Public Policy Context

SG will be developing a new national strategy for palliative care during the year. The Governance Structures framework for the strategy development says that SPPC "*can provide support in planning, engagement, communications and effective collaboration*". SG have suggested the strategy will be complete in December, which seems a tight timeline compared to how long similar work has taken previously.

A new First Minister will be elected by the end of March, and there are likely to be new ministers for portfolios of relevance to palliative care and bereavement.

In addition to the PEOLC strategy other likely areas of focus which SPPC will wish to inform and influence include: Scottish Human Rights Bill; the National Care Service reforms (timescales and process now uncertain); COVID-19 public inquiries (Scottish and UK); the Assisted Dying for Terminally Ill Adults (Scotland) Bill (likely to be published in the summer); relevant condition-specific strategies/workstreams (new cancer strategy, heart disease, respiratory disease).

In terms of public discourse the assisted dying bill will draw increased attention to end of life issues and the quality of end of life care. The public discourse around the COVID-19 Inquiry is likely to centre more around preventable deaths (and attribution of blame) than the care and support available to people who died, but there will still be opportunities to talk about the role of palliative care in the pandemic.

By the end of the period we will be six months away from the most likely date for a Westminster election.

Finance

Context - SPPC's financial and planning horizons are always very short. All of our income is received one year at a time, and payments from SG and member

organisations are often paid late. Like all organisations SPPC is experiencing fast-rising costs.

Grants from SG

SG support for what was previously the Building on the Best post and the resources to scale up EASE are very welcome.

Our core grant from SG (which accounts for c40% of our income in 2023-24) has had no uplift since 2018, and this equates to a real terms cut of £37k or 19%. This is unsustainable in the medium term.

Membership Subscription Income - Our income from local statutory and 3rd sector organisation members remains a key part of our financial sustainability.

Project funding – Our 3 year Macmillan-funded projects are now complete.

Planned Activities

The following section shows planned activities for 2023-24 with outputs/deliverables. The activities are grouped under each of our four strategic priorities (and associated high-level outcomes):

1. Listen, inform and connect the sector
2. Voice
3. Promote open and supportive attitudes and behaviours
4. Ensure our impact (by addressing our internal capacity/capability)

Appendix 2 shows a Calendar of Events for 2023-24.

Listen, inform and connect those with a role to play in improving experiences of serious illness, dying and bereavement

•OUTCOMES

- Generate, gather and share information and expertise such that organisations and practitioners are better able to improve care.
- Foster networks so that organisations and individuals are better able to collaborate and join up working.
- Support research and the spread of effective practice and innovation so that service provision and development is better informed.

Area of Activity	Output/deliverable/(timescale)	Comment
Support to Scottish Government Policy Team in the development and implementation of the new peolc strategy (and other issues as they arise)	Likely to include:- <ul style="list-style-type: none"> • provision of networks and contacts • support for service mapping surveys • membership of development groups • inputting to drafts • practical support for National Clinical Lead and CPAG • facilitating the input of stakeholders on key topics (e.g. public engagement, bereavement, population health approach) 	SG’s paper on the Governance Structure and Membership for developing the new strategy says: “SPPC can provide support in planning, engagement, communications and effective collaboration through its networks of partner organisations and community groups across Scotland.” We need to manage our capacity and other commitments so as to be able to respond to SG requests as the strategy process evolves.
Horizon scanning, policy surveillance/analysis and intelligence gathering.	Detailed, system-wide comprehensive understanding of what’s going on (ongoing)	

Area of Activity	Output/deliverable/(timescale)	Comment
Website and eBulletin	Up to date website plus monthly bulletin (which includes public/patient perspective).	
Constituency Groups and other clinical networks.	Well organised and relevant meetings of the following groups: Specialist Group, National Charities Group, Scottish Network for Acute Palliative Care, Community Palliative Care Group	Explore opportunities for inter-group meeting/collaboration including firming up on the role of SPPC Partners group. A new Pall Med Consultants group is in the offing.
QI Network	Explore the appetite for, and best approach to delivery, for a network to support QI in palliative care	SG have asked us to develop something in this area, as part of their funding for the SNAP-C/BobScot post (post now titled Clinical Engagement Lead)
Building on the Best (legacy actions)	Support the workplan priorities identified by SNAPC (within the now reduced staff capacity): <ul style="list-style-type: none"> • National HPCT data set • Education • Voice 	

Area of Activity	Output/deliverable/(timescale)	Comment
	Final BobScot project report, and dissemination activity (including face to face event and journal article).	
Face to face annual conference	Run a well-evaluated face to face conference in November	
Posters – showcasing and sharing innovation and good practice	Run a traditional poster display at the annual SPPC conference. Run a virtual poster exhibition, competition, #Tweetfest and showcase event.	In addition to the poster display at conference we will also subsequently run a virtual call and display, to provide an easier access/wider reach option.

Voice

•OUTCOMES

- Channels are provided through which the experiences and ideas of those working in this field can influence the development of improved policy and practice.
- The value of good care towards the end of life is advocated so that awareness amongst public and decision-makers is improved.
- The views and experiences of the public, patients and families towards the end of life are heard more widely.

Activity	Output/deliverable	Comments
Legislation to underpin improvement of palliative and end of life care.	We will work to secure primary or secondary legislation which reinforces explicitly the importance and duties of public bodies in the planning and provision of palliative care.	Work collaboratively with National Charities group to identify routes to amend/influence legislation (Human Rights Bill or perhaps more easily NCS Bill). Leverage MSP engagement during consideration of the Assisted Dying Bill.
New palliative and end of life care strategy	Advocacy for a strategy which draws on the views captured in <i>Every Story's Ending</i> , with resources to support change and structures and processes which ensure accountability at national and local level.	
National Care Service	Continued engagement on the development of reforms, including read-across to peolc strategy development.	Uncertainty over scope and timetable of Bill with new FM and cabinet.

Activity	Output/deliverable	Comments
Scottish and UK COVID-19 Public Inquiries	Submit evidence on palliative and end of life care, building on the information and recommendations identified in <i>Every Story's Ending</i> .	Uncertainty on timescale.
Inform/influence the scrutiny of the Assisted Dying for Terminally Ill Adults (Scotland) Bill	Submit evidence on the draft Bill when published and oral evidence to the Health Committee (if invited). Potentially propose amendments at subsequent stages of process. Briefing on palliative care for MSPs.	
Scottish Human Rights Bill	Input to the Bill Advisory Board, advocating where possible for the recognition of the right to peolc.	Uncertainty on timing of consultation and progress of Bill given complexities of interrelationship with existing equalities law and reserved matters / UK Human Rights Act
Bereavement	Publish and promote the report of the bereavement summit. Advocate for the improvement of bereavement support across relevant SG workstreams including within the new PEOLC strategy.	

Activity	Output/deliverable	Comments
Networking and influencing	Produce a list of key influential individuals/stakeholders whom SPPC will have contact with Contact and advocacy	There is also potential for Council members to play an increased role in supporting staff in this area.
Provide the secretariat for the Cross-Party Group on Palliative Care	4 well-run meetings on relevant topics	

Promote open and supportive attitudes and behaviours

•OUTCOMES

- Provide information, resources, leadership, ideas, networks and events so that more open and supportive attitudes behaviours become more widespread and better reflected in public policy.
- Promote the importance of planning ahead for ill health and death, and reducing inappropriate medical interventions towards the end of life so that more people have opportunities to plan and end of life care which reflects their preferences.
- The inclination, confidence and capacity of other organisations to promote open and supportive attitudes and behaviours relating to death, dying and bereavement is increased.

Activity	Output/deliverable	Comments
Grow, inform and lead the membership of <i>Good Life, Good Death, Good Grief</i> .	Website, newsletter, and other activities below	
Scottish Compassionate Communities Network	Rebrand this work as the <i>Truacanta: Scotland's Compassionate Communities Network</i> . Run a face to face network event in the Autumn.	

Activity	Output/deliverable	Comments
Run De-mystifying Death Week in May	<p>Hold an online event for members – ‘Getting ready for Demystifying Death Week’</p> <p>Run a small grants scheme for organisations wanting to run activities supporting the aims of the week.</p> <p>Promote existing resources which can be used locally.</p> <p>Pilot use of the Death Literacy Index in Scotland across three different communities. Use this work to raise awareness of the importance of the skills, knowledge, experience and capacities of community members.</p>	
Run <i>To Absent Friends</i> festival	<p>Run a small grants scheme for organisations wanting to run activities supporting the aims of the week.</p> <p>Promotion and support for participation in the festival</p> <p>Directly organise an event or activity to act as a centrepiece and profile-raiser for the week, and</p>	

Activity	Output/deliverable	Comments
	to mark the 10 th Anniversary of To Absent Friends	
Encourage bereavement-friendly workplaces and communities	<p>Workplace resources developed and launched as part of DD Week (see above)</p> <p>Provide and institutional home for, and contribute to and promote the work of the Bereavement Charter Group, including maintaining website, dealing with charter mark applications, promoting the workplace charter mark and exploring further expansion of the 'charter mark' model to other spheres, eg schools and social care organisations.</p>	
Schools	<p>A paper for SG PEOLC Policy Team on death education and bereavement support.</p> <p>Progressing any work/actions resulting from the paper.</p>	
Academic / Thought Leadership	<p>Contribution to 4ACP research project.</p> <p>Contribution to UK quality of dying metrics project.</p>	

Activity	Output/deliverable	Comments
	<p>Delivery of SPPC's Master Module (Public Health Approaches to Declining Health, Dying and Bereavement, part of Edinburgh University online Masters in Public Health).</p> <p>Input to Compassionate Communities UK conference</p> <p>Exploratory article about the relationship between support provided by communities and formal services.</p>	
<i>End of Life Aid Skills for Everyone</i>		
Online Course	Streamlined recruitment and admin procedures	
Face-to-Face Course	<p>Updated course materials</p> <p>Updated Facilitator Manual and resources</p> <p>Re-pilot</p>	
Outreach	<p>A 1-hour session as a taster / outreach tool</p> <p>Promo film</p> <p>Engagement with local community groups to better understand interest in EASE</p>	

Activity	Output/deliverable	Comments
	Delivery of EASE (perhaps with variants) within minoritized community and/or socioeconomically disadvantaged community	
EASE for workplaces/professionals	1-hour taster courses offered if/when capacity allows.	On standard EASE courses priority is given to community members not those with professional needs.
Facilitator Training	2 Training Courses for new facilitators (online in Spring, f2f in autumn) Online Facilitator -> f2f Facilitator conversion course in June	
Quality Control	Pre and post course questionnaires Facilitator feedback questionnaire after each course 3-monthly review of course evaluation data. Review of volunteer agreement and establish protocol for managing any issues which arise	

Activity	Output/deliverable	Comments
	External evaluation of online courses	
Course Delivery	2x SPPC led online courses 6x volunteer Facilitator-led online courses 6 f2f courses 4 outreach sessions	
Truacanta Project		
Evaluation and legacy	Celebration event Final evaluation report Dissemination activity	

Ensure Our Impact

• OUTCOMES

- Improve our funding position so that our capacity is sustained and/or increased.
- Support and develop our employees and volunteers so that our effectiveness is increased.
- Position ourselves to better engage with and serve all staff who care for people towards the end of life, whether or not they identify their work as "palliative care" such that our outputs impact more widely.

Activity	Output/deliverable	Comments
Recruitment of national statutory, academic and social care organisations as members.	New members and extended reach for SPPC.	
Comms and amplification	A rapid review of how SPPC comms supports our strategic objectives	
Addressing the Climate & Biodiversity Emergency	An SPPC Environmental policy Practical actions to reduce SPPC carbon footprint and other environmental harms.	
Financial sustainability	Advocacy for increase in core grant from SG. Trust or other grant application to support some of our work.	
Elicit stakeholder perspectives on SPPC and its work to help inform development of new SPPC organisational strategy	Findings of survey of member reps. Findings of survey of eBulletin readership. Conclusions of meetings with key stakeholders.	

<i>Activity</i>	<i>Output/deliverable</i>	<i>Comments</i>
Renew SPPC Organisational Strategy	New SPPC Strategy to guide our work	

Appendix 1 – the role of intermediary organisations

(adapted from *Understanding Intermediaries Impact*. Evaluation Support Scotland Feb 2018. Commissioned by SG)



Appendix 2 - Key Dates/Events 2023-24

	April	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan-24	Feb	March
EVENTS												
Annual Conference												
Demystifying Death Week												
<i>Truacanta: Scotland's Compassionate Communities Network</i>												
SNAPC f2f event			?									
Virtual Poster Exhibition & Showcase												
To Absent Friends festival												
EASE Facilitator f2f event												
MEETINGS & NETWORKS												
Cross Party Group on Palliative Care			AGM									
Specialist Palliative Care Group												
Community Palliative Care Group												
National Charities Group												
Scottish Network for Acute Palliative Care												
Truacanta Project (end of project celebration)												
EASE Courses												
Scottish Care Conference												
Compassionate Communities UK Conference												
Global Aging Conference												
GOVERNANCE												
Council Meetings												
Annual Accounts												
SPPC Strategy Workshop(s)?												

