



Plan and Budget 2024-25

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SPPC's Purpose

SPPC strives 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:

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

SPPC's Role in Achieving this Vision

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

SPPC's contributions to achieving the vision are multiple and diverse. In Broad terms SPPC aims:-

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 3 strategic priorities provide a framework for our more detailed plans. As an organisation the strengths we bring to these priorities include:-

- Breadth and variety of networks
- Whole system perspective
- Positive relations with key informants and stakeholders
- Subject matter expertise
- Responsive and nimble processes
- Experienced and capable staff team
- Track record of high quality work in varied domains

SPPC acts as an "intermediary organisation" between stakeholders and Scottish Government. (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	Administrative Lead (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

SPPC's Organisational Strategy

SPPC's current organisational strategy (produced in 2017) is being reviewed and will be replaced by the end of the 2024.

Public Policy Context

The backdrop for public policy is the dire state of public finances, and the frail state of many public services. Policy development processes sit between the desire for improvement, the lack of new funds for investment and institutional rigidities which obstruct better use of existing funds.

The latest timeline for the SG PEOLC strategy is December 2024. SPPC will continue to contribute to and attempt to influence the content of the strategy. Alongside the SG strategy development process there is also a Member's Bill creating a Right to Palliative Care which is currently out for consultation. Alongside both of these the Assisted Dying for Terminally Ill Adults (Scotland) Bill is likely to be published soon. Taken together these 3 things will give an unusually high profile to palliative care this year, which creates opportunities.

Other likely areas of focus which SPPC will wish to inform and influence include the Scottish Human Rights Bill and the National Care Service reforms.

Sometime during the planning period a Westminster election will take place.

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 rising costs.

Grants from SG At the time of writing (March 2024) SG was not able to provide any confirmation of funding for 2024-25. In response to a question in parliament about funding for the 3rd sector generally the Cabinet Secretary said *"In line with the commitment given by the First Minister, we are working, within the context of the Scottish Budget process, to issue notifications of funding arrangements to third sector organisations, as soon as is practicably possible and no later than end of March for funding beginning on 1 April."* The delay in confirming funding is outwith the control of the PEOLC Policy Team.

We hope to receive our core grant, a grant for EASE and a grant to support our clinical engagement work (eg SNAPC, Community Palliative Care Group). Our

core grant from SG (which accounted for c42% of our income in 2023-24) has had no uplift to reflect inflation since 2018.

Membership Subscription Income - Our income from local statutory and 3rd sector organisation members remains at risk given their own financial pressures.

Project funding – We have 6 months left of a small grant from the Self Management Fund.

Planned Activities

The following section shows planned activities for 2024-25 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 3 shows a Calendar of Events for 2024-25.

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 development of SG Palliative Care strategy	<p>Likely to include:-</p> <ul style="list-style-type: none"> • Contribution to assorted working groups and steering group • Commenting on drafts of the strategy itself when available and input sought • Updating SPPC stakeholders on progress • Responding positively to any requests from Scottish government for collaborative support 	
Horizon scanning, policy surveillance/analysis and intelligence gathering.	Detailed, system-wide comprehensive understanding of what's going on (ongoing)	
SPPC website and eBulletin	Up to date website plus monthly bulletin (which includes public/patient perspective).	

Area of Activity	Output/deliverable/(timescale)	Comment
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 Review function and form of groups as part of SPPC strategy review.	
Innovation Network	Explore the appetite for, and best approach to delivery, for a network to support innovation spanning services and communities	SG have asked us to explore something in this area, as part of their funding for the SNAP-C/BobScot post (post now titled Clinical Engagement Lead)
SNAPC	Review and support the workplan priorities identified by SNAPC within the now reduced staff capacity.	
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.	

<i>Area of Activity</i>	<i>Output/deliverable/(timescale)</i>	<i>Comment</i>
	Run a virtual poster exhibition, competition, #Tweetfest and showcase event (subject to evaluation of 2024 event)	

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
We will work to ensure that relevant primary or secondary legislation reinforces explicitly the importance and duties of public bodies in the planning, provision and improvement of palliative care.	Legislation or statutory guidance to underpin improvement of palliative and end of life care.	Relates mostly to National Care Service Bill, Human Rights Bill and Members Bill on a Right to Palliative Care.
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.	
Inform/influence the scrutiny of the Assisted Dying for Terminally Ill Adults (Scotland) Bill	Run a stakeholder workshop on the draft Bill once published.	Promote the value, importance of and need for investment in palliative care.

Activity	Output/deliverable	Comments
	<p>Submit evidence on the draft Bill when published and oral evidence to the Health Committee (if invited).</p> <p>Potentially propose amendments at subsequent stages of process.</p> <p>Briefing on palliative care for MSPs.</p>	
Networking and influencing	<p>Produce a list of key influential individuals/stakeholders whom SPPC will have contact with</p> <p>Meeting with the Minister with responsibility for palliative care</p>	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
Build on and Grow Existing Programmed Activity		
Demystifying Death Week	Worthwhile community events take place, some noise on social media, useful resources for members to use, support from SG comms teams, some media interest.	
To Absent Friends	A successful, well-received and expanded programme of remembrance activity, which connects with new organisations and individuals.	
End of Life Aid Skills for Everyone		
Course delivery	Deliver/support delivery of 12 f-2-f and 4 online courses (130 people complete the EASE course)	
Facilitator training	Deliver 2 facilitator courses (20 additional facilitators in 2024)	We will also codify our approach to volunteer facilitator training, support
Facilitator support	Hold 2 facilitator get-togethers Ongoing telephone and email support	

Activity	Output/deliverable	Comments
		and development in a formal policy.
Proactive outreach to different communities	Deliver 6 taster sessions. Deliver 1 tailored course to a priority community	
Evaluation	Regular review of evaluation data and other course feedback Independent longer term follow up of course participants (resource permitting)	
Marketing	Add a promo film to existing materials	
EASE in Belgium	Consultancy to the Belgian End of Life Care Research Group for the use of EASE materials in Flemish Compassionate Communities	
Engaging with professionals and linking with relevant workstreams (so that GLGDGG is informed by and informs relevant work and networks)		
Engage HSPC staff and other professional stakeholders in preparing for Demystifying Death week, in the development and expansion of EASE, during	Professionals are engaged in the work of GLGDGG and help to inform it.	

Activity	Output/deliverable	Comments
the development of the SG strategy, in the roll out of the Bereavement Charter Mark		
Survey Good Life, Good Death, Good Grief, members about what they would want from a networking event	Up to date view on interests and needs which may be met through network events	
Plan and deliver Talk-to-Action events for the bereavement support sector	Some leadership and infrastructure for collaboration across the bereavement support sector.	
Direct Public engagement		
Social media	Regular tweets/ posts across several platforms which :- <ul style="list-style-type: none"> • Reinforce key messages of GLGDGG • Signpost to useful resources • Amplify coverage of relevant issues and initiatives • Promote activities of Good Life, Good Death, Good Grief members • Promote other relevant content 	In addition, To Absent Friends, Demystifying Death Week, and Workplace Chartermark each engage directly with the public.
Media engagement	Press releases in support of Demystifying death week and To Absent Friends Festival	

Activity	Output/deliverable	Comments
	Reactive comment on relevant issues when approached by media.	
Public speaking	Presentations to relevant audiences about public health approaches to living with serious illness, dying and bereavement	
Nurturing Compassionate Communities		
Bereavement-friendly workplaces	Face to Face conference (with members of the Bereavement Charter Group) Potential charter mark pilots with NHS and Scottish Care (tbc) Potential link up with EU study on compassionate workplaces (tbc) Admin support for the Workplaces Bereavement Chartermark scheme	
Truacanta; Scotland’s Compassionate Communities Network	2 network Events (May and Sept/Oct)	
Information provision	Review and update the Good Life, Good Death, Good Grief, website to provide a clearer structure for 3 key purposes: - Provide information and signposting for members of the public - Provide resources and networks for activists/GLGDGG members - Provide information and a platform for SPPC’s PHPC work	

Activity	Output/deliverable	Comments
Communications with GLGDGG members	Monthly newsletter, assorted email/phone and events	
Thought Leadership		
Conference contributions	Public Health Palliative Care International, European Grief Network, Scotland's Public Health Network, Compassionate Communities UK	
Publications	Journal article on the Truacanta Project, Compassionate Cities Book Chapter?, Death Education in Scotland journal article, think piece on communities/services/whole system working, film/infographics explaining PHPC.	

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.	
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. Required reports to SG in relation to current grants Advocacy to get SG to extend EASE and "SNAP C" grants. Bid to SG for support for Bereavement-friendly workplaces worker Bid to SG for support for schools bereavement/death education project worker	

Activity	Output/deliverable	Comments
	<p>Evaluate offer of EU funding (via sub contract) on a compassionate workplaces research study</p> <p>Identify a charitable trust and do an application for one of the activities above.</p>	
SPPC Strategy	<p>Membership engagement (survey and meetings) on future focus</p> <p>Consultation on draft</p> <p>Potential early work on themes emerging from SPPC strategy review (eg financial planning, branding etc).</p> <p>New, clear, realistic strategy for achieving and evidencing impact over the next 3 years.</p>	
Evidencing SPPC contribution, value and impact	An impact report about what SPPC does and the difference it makes.	

Appendix 1 – the role of intermediary organisations

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



Appendix 3 - Key Dates/Events 2024-25

	April	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan24	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												
SPPC EASE / Facilitator training												
EASE Facilitator Get Together												
Bereavement Talk to Action 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												
External Conferences												
Scotland's Public Health Conference												
Compassionate Communities UK Conference												
PHPC International Conference, Berne												
European Grief Network, Dublin												
GOVERNANCE												
Council Meetings												
Annual Accounts												
SPPC Strategy												