



Plan and Budget 2025-26

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

Context for Planning

SPPC's Organisational Strategy

SPPC's current organisational strategy (produced in 2017) is being reviewed and will be replaced during 2025.

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 publication timeline for the SG PEOLC strategy is summer 2025. SPPC will continue to contribute to and support development of the strategy, and associated delivery plans and structures.

Alongside the national palliative care strategy the Assisted Dying for Terminally Ill Adults (Scotland) Bill has raised the profile of palliative care and care around dying in the public discourse. This may heighten through 2025-26 depending on the outcome of the Stage 1 vote in May.

Budget Assumptions

At the time of writing (March 2025) there are high levels of uncertainty around levels of SPPC's income for 2025-26, but it is necessary to make some assumptions in order to be able to make plans and approve a budget.

Planned Deliverables

The following section shows planned deliverables for 2025-26. The deliverables are grouped under each of SPPC's 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)

Headings which look like this illustrate alignment to the forthcoming SG palliative care strategy

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.

Provide an established cost-effective infrastructure to support delivery national strategy for palliative care

Deliverables	Notes
Whole System Intelligence Hub	Recognised point of contact and signposting service for people seeking information. Who's who, who's doing what, what's been done before, what's planned, what's happening internationally.
Specialist Palliative Care Group – multi-disciplinary grouping of professionals providing specialist palliative care services.	In relation to the strategy SPPC Groups and networks can provide a clear line of sight to successes and challenges in delivery. Core functions across groups/networks are: <ul style="list-style-type: none"> • A channel for dissemination and 2-way communication • Sharing good practice/innovation • Problem solving
Community Palliative Care Group – multi-disciplinary grouping of health and social care professionals providing	

palliative care in community settings (including care homes).	<ul style="list-style-type: none"> • Providing a voice for specific key perspectives to shape policy/practice • Facilitate new connections and collaboration • Mutual support • Creating and managing SLWG's to build evidence and consensus to inform SG policy
Scottish Network for Acute Palliative Care (SNAPC) - multi-disciplinary grouping of professionals providing palliative care in hospital settings.	
National Charities Group – group of Third Sector organisations representing people affected by different health conditions (dementia, MS, Parkinsons, heart disease, cancer, MSA, old age, childhood conditions etc. Also bereavement).	
“Innovation Network” - Cross-group whole-system network (community of practice) with specific focus on innovation, learning and knowledge.	Some ongoing debate with SG, Deans, Kirsty and others about the form this could take, and relationship with existing SPPC structures and functions.
Extensive up to date lists of contacts of people working in and around palliative care.	

Annual Conference	The major annual event for all involved in palliative care in Scotland
National Poster Activities	A platform for organisations to share innovation from across Scotland and beyond. Shared at annual conference and then via virtual channels.
Monthly Newsletter called UPDATE .	Digest of the latest policy, practice, news events and research.
Input to CPAG and Policy Team discussions around the palliative care strategy.	
Input to relevant palliative care strategy delivery structures.	
Input to development of SG guidance identified in draft strategy.	
Ad hoc advice / support to SG officials.	SPPC staff can work in different ways to support SG aims: project manage a specific area of work on behalf of SG; produce a first draft of guidance or an easy-read document; convene and manage

	a task and finish group; source/ produce/promote case studies; etc. Always keen and happy to discuss how we can best help.
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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.

Improving the profile, understanding and influence of palliative care across the health and care system, and beyond

Deliverables	Notes
Reports and policy briefs	<p>Number and focus depends what is going on and most useful.</p> <p>Likely do a brief for MSPs before the Stage 1 debate on assisted dying.</p> <p>Consider the utility (to the public, planners/commissioners, others) of work to describe key features of “general palliative care”</p>
Media comment	<p>SPPC does proactive media work around events, and also provides comment on a reactive basis when approach by media.</p> <p>On services we tend to be balanced and informative rather than</p>

	very quote worthy (but this can improve coverage even if SPPC isn't name-checked).
Secretariat to Scottish Parliament Cross Party Group on Palliative Care.	Opportunity for high quality presentations, informed discussion and education of MSPs.
Curated and distilled expert stakeholder evidence to inform SG policy consultations.	Number and focus depends on the work plans of other institutions. Usually around 5 a year. Recent examples are The HIS Frailty Standards, the SIGN Guideline on the Deteriorating Patient, and multiple inputs to the NCS process.
Curated and distilled expert stakeholder evidence to inform Healthcare Improvement Scotland standards and guidance.	
Curated and distilled expert stakeholder evidence to inform Scottish Parliament consultations and inquiries.	
Presentations/workshops at conferences and other fora. Bilateral meetings and networking.	

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.

“Supporting people and communities - Scotland is a place where people and communities can help each other to live as well as possible with life shortening and serious conditions by talking openly, planning and supporting one another through death, dying and bereavement.” SG Strategy

Deliverables	Notes
Convene and Manage an SG Strategy Delivery Group relating to this strategy aim and related outcomes.	Needs discussion with SG about what is wished/required.
Good Life, Good Death, Good Grief – an alliance of 500 organisations and 1300 individuals committed to creating a Scotland where everyone knows how to help when someone is dying or grieving.	GLGDGG is led, sustained and developed by SPPC. Overview here .
Resources for GLGDGG people and organisations working for change: <ul style="list-style-type: none"> • Compassionate Communities Toolkit • Info leaflets 	

<ul style="list-style-type: none"> • Films • Talking and planning – tools for starting conversations • Templates, guidance and resources to support planning of information events • Photo exhibitions (for hosting) • Resources for Demystifying Death Week (see below) • Resources for To Absent Friends (see below) • 6 regular email newsletters on news, events, ideas, sharing practice 	
<p>Demystifying Death Week – a national programme of events and activities which aim to give people knowledge, skills and opportunities to plan and support each other through death, dying, loss and care.</p>	<p>We aim for lots of worthwhile community events, some noise on social media, a new “escape room” resource being used by members, some media interest.</p>
<p>To Absent Friends (TAF) – national festival of storytelling and remembrance, with multiple events and media.</p>	<p>We aim for a successful, well-received and expanded programme of remembrance activity, which connects with new organisations and individuals, as well as re-engaging with communities involved in previous years. TAF promotes conversations about serious illness, dying and bereavement and participants tell us it often provides solace. The festival challenges the isolation often experienced by bereaved people.</p>
<p>End of Life Aid Skills for Everyone public education programme:</p> <ul style="list-style-type: none"> • 26 courses benefiting 250 participants • 20 new volunteer Course Facilitators recruited and trained • 60 existing volunteer Course facilitators supported and managed • Short taster courses and other outreach activities with “under-served” populations • Longer term follow-up evaluation with course participants 	<p>Courses will be a mix of online and f2f.</p> <p>3 training courses for facilitators are planned.</p> <p>There will be a monthly drop-in for existing facilitators and 2 facilitator get-togethers to sharing learning/challenges/ideas.</p> <p>The policy on facilitator training/support/development will be updated.</p>

	4 taster sessions will be run and 1 “tailored” version of the course developed and run with a priority community.
Truacanta Compassionate Communities Network <ul style="list-style-type: none"> • 2 meetings 	This network is for individuals and organisations doing work around “compassionate communities”. Provides: showcasing success; shared learning; problem solving; mutual support and inspiration.
Sharing Learning, Experience and Scottish Achievements	
Bespoke advice and support to statutory organisations (and others) wishing to progress public health palliative care work.	We are getting more requests for input from statutory partners and this seems likely to increase with the strategy.
Book chapter on compassionate communities in Scotland	Book commissioned by Compassionate Communities UK, looking at work around the world.
Journal article on the <i>Truacanta Project</i>	Formal write-up of the evaluation report to aid dissemination of learning.
Journal article on death Education in Schools	Tbc
Provision of Public Information	
Resources for the public needing support/information <ul style="list-style-type: none"> • Web resources covering: BEFORE DEATH future care planning; CPR; advance directives; important conversations; digital legacy; understanding symptoms; palliative care; writing a will; sourcing legal advice; organ donation; leaving your body to medical science; care for a pet if incapacitated. AFTER A DEATH funerals; notifications; bereavement support. CARER SUPPORT caring for a loved one; health conditions; financial / practical issues; self-care; what to expect when someone is dying. • Set of leaflets on issues the public often seek info advice on • Directory of Specialist Palliative Care Services (with contacts) 	

Support and signposting in response to enquiries from the public	
Bereavement	
Bereavement Charter for Adults and Children in Scotland – host and contribute to development	
Bereavement Charter Mark for Employers – host and operate the scheme; support and encourage participation from new workplaces. Bereavement-friendly workplaces toolkit for employers	Activity will involve: <ul style="list-style-type: none"> - presentations to groups to spread awareness of the charter mark. - Facilitation sessions with 2 organisations to directly support them introduce the charter mark. - A new resource to encourage/guide organisations through the process of applying for the charter mark. - A masters student evaluation of bereavement charter mark for workplaces.
Bereavement Charter Mark for Primary Schools (pilot project)	Pilot is happening together with St Columbas Hospice. Aiming to recruit 10 schools.
Bereavement Charter Conference (Aug)	Collaboration of the multiple organisations involved in the Bereavement Charter Working Group.
Contribution to Death Education in Schools seminar (tbc)	

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.

Deliverables	Notes
Income development	
An external review of SPPC's activities and potential new/increased income sources.	
Application to the Lottery Fairer Life Chances fund	Subject to confirming match of SPPC work to Lottery priorities
Trusts or other income development opportunities (depending on findings of review)	
Increasing reach, and improving awareness / understanding of SPPC work and value.	
New SPPC Organisational Strategy	Groundwork done. Finalise once SG strategy is available.
Refreshed SPPC website	The look and functionality can be improved at low cost. Overdue!
Short SPPC promo film and leaflet	Film will be done pro bono by masters film student
Web, email, and social media activity to promote SPPC Groups/networks to new audiences	

Annual General Meeting of Members	
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Appendix 1 – the role of intermediary organisations

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



