



Plan 2026-27

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SPPC's Purpose

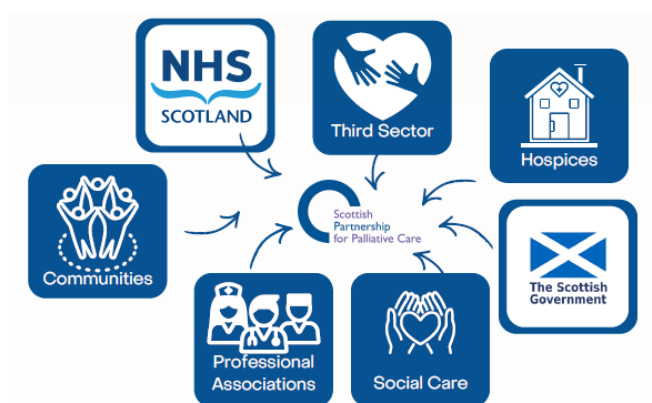
SPPC strives to improve how people living in Scotland experience declining health, dying and bereavement.

SPPC's Vision

We are motivated and united by a vision of a Scotland where:

- all people's comfort and wellbeing is supported even as their health declines
- all people die feeling well looked-after with their beliefs and wishes respected
- the role of unpaid carers is recognised and supported
- all people feel supported throughout bereavement

We bring people and organisations together to realise this vision.



SPPC's Approach








To improve experiences of declining health, dying and bereavement we need to:

- improve palliative care¹ and care around dying²
- address social and structural issues that affect these experiences.
- improve experiences for **all people** in Scotland, including those often disadvantaged or excluded by virtue of their identity and/or circumstance, and whose human rights including a right to care towards the end of life are more likely to be breached.
- encompass **all settings** where people live and die, including communities, care homes, hospitals and hospices.
- include **all ages** from tiny babies to the very old .
- recognise **all causes** of declining health and death, including life-shortening conditions and frailty.

¹ We explain what we mean by "palliative care" [here](#)

² Scottish Government define care around dying as "holistic care of a person of any age who is dying and in the last hours, days or few weeks of their life, that focuses on comfort and includes people close to them who are supported into bereavement."

The SPPC Staff Team

	Name	Role (& areas of focus)	WTE
	Susan Diotaiuti	Administrative Lead	0.7
	Claire Femister	Finance and Administration Manager	0.7
	Caroline Gibb	Community Development Lead (EASE, EU-Co-work project, Bereavement Charter Mark for Workplaces)	1.0
	Mark Hazelwood	CEO	1.0
	Samara Leibner	Administrative Lead (GLGDGG, EASE, To Absent Friends)	1.0
	Rebecca Patterson	Director , Good Life, Good Death, Good Grief	1.0
	Caroline Sime	Clinical Engagement Lead (SNAP-C, Specialist Group, Community Group, Data Project, Integrated Palliative Care project)	0.6

Context for Planning

SPPC's Organisational Strategy

This plan is informed and structured around SPPC's new 3-year strategy.

Public Policy Context

The scrutiny, debate and eventual vote on the "assisted dying" bill have served to highlight the importance of improving palliative care. The new parliament will inherit and likely embody a cross-party consensus that "something needs to be done" to improve palliative care. Speaking in the aftermath of the debate the First Minister said:

"We obviously have existing provision of palliative care services, but we have to consider further what steps we can take to improve the availability of palliative care services and to make sure they meet the needs of the population. So that's a priority the government will take forward as a consequence of the debate last night. And make sure that we give the certainty and the confidence to the people of Scotland that the effective palliative care services that we require are available for all."

Palliative care remains poorly understood and absent from the major health and social care policy frameworks. However, there's a real opportunity to position palliative care as something which helps deliver pre-existing policy priorities whilst also honouring the content and spirit of the AD debate. It is possible that the new Parliament will see an attempt to legislate for a meaningful right to palliative care, with reference to national standards. There have also been calls for an independent review of palliative care. On balance a review seems like more of a risk (delay, long grass, loss of momentum) than an opportunity. After 4 years developing a national strategy what new will a review tell us?

Delivery of *Palliative Care for All* would obviously be helped by some additional resource (either new money or a focussing of existing health and social care expenditure towards delivering strategy outcomes).

The make-up of the next Government is uncertain, but whatever the result of the election the incoming government will have to deal with a very difficult and unsustainable fiscal position. As noted in our new strategy health and social care services are in a fragile condition with consequent impacts on the provision of palliative care.

SPPC Financial Position

Financial Position

Having reduced our staffing during 2026/7 we are in a more sustainable financial position, all other things being equal. However, all our income remains annual in nature with fairly high levels of uncertainty. Most income won't actually be confirmed until later in the year. Therefore if all other things turn out not to be equal we won't know for a while yet, and certainly not before we have spent considerable sums.

Our reserves position is adequate to cope with these uncertainties.

We had some successes with charitable small grant applications last year and we will spend time on this again in 2026/7. We will also invest in building successful international collaborations on public health palliative care which have brought in very useful income for the past couple of years.

Planned Deliverables

The following section shows planned deliverables for 2026-27. The deliverables are grouped under each of SPPC's five strategic aims (with associated high-level action areas). All our aims support delivery of *Palliative Care Matters for All*.

1. Listen to, connect and inform stakeholders
2. Give voice
3. Support recognition of, and take action on, health and wellbeing inequalities
4. Improve services and end of life literacy
5. Ensure our impact

**Strategic
Aim**

- action area
- action area

Listen to, connect and inform stakeholders

- Gather and share information about opportunities, developments, effective practice, collaborations, service improvements and innovation.
- Grow our networks of professionals and become more inclusive of professionals of all types involved in providing services towards the end of life.
- Grow our networks of public and community stakeholders with an interest in improving end of life literacy.
- Make use of our networks to inform and support delivery of *Palliative Care Matters for All*.
- Listen to our stakeholders (public, community and professional)

Deliverables	Notes (a mix of explanation and specific intentions)
Whole System Intelligence Hub	SPPC aims to be a recognised point of contact and signposting for people (primarily professionals) seeking information. Who's who, who's doing what, what's been done before, what's planned, what's happening internationally.
Specialist Palliative Care Network – multi-disciplinary grouping of professionals providing specialist palliative care services.	Retitle all our groups and networks as networks Promote the networks to widen participation Run occasional pan-networks meetings on topics of shared concern
Community Palliative Care Network – multi-disciplinary grouping of health and social care professionals providing palliative care in community settings (including care homes).	

	In relation to <i>Palliative Care Matters for All</i> SPPC networks can provide a clear line of sight to successes and challenges in delivery. Core functions across networks are:
Scottish Network for Acute Palliative Care (SNAPC) - multi-disciplinary grouping of professionals providing palliative care in hospital settings.	<ul style="list-style-type: none"> • A channel for dissemination and 2-way communication • Sharing good practice/innovation • Problem solving • 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
National Charities Network – 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).	
Extensive up to date lists of contacts of people working in and around palliative care.	Do a clean up and restructure of our contacts database so it can be more usefully interrogated and used to strengthen relationships
Annual Conference 2026	The major annual event for all involved in palliative care in Scotland
Biennial GLGDGG Conference Q1 2027	A major event for all involved with or interested in public health palliative care and end of life literacy
National Poster Activities	A platform for organisations to share innovation from across Scotland and beyond. Shared at annual conference and then via virtual channels.

<p>Monthly Newsletter called UPDATE.</p>	<p>Digest of the latest policy, practice, news events and research (professional focus).</p> <p>Move this newsletter onto our CRM platform so that all our contacts and mailing lists are in one place</p>
<p>Good Life Good Death Good Grief newsletter</p>	<p>Move this newsletter onto our CRM platform so that all our contacts and mailing lists are in one place</p>
<p>Three websites: www.palliativecarescotland.org.uk www.goodlifedeathgrief.org.uk www.toabsentfriends.org.uk</p>	
<p>Social Media presence</p>	<p>Post regularly on LinkedIn, Bluesky, Instagram and Facebook. Add promotion of network activities to regular content.</p>
<p>Ad hoc collaboration / advice / support to SG officials.</p>	<p>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.</p>

Give Voice

- Advocate the value and importance of good care for people living with serious illness, dying and bereavement
- Advocate the value and importance of measures which influence the social and structural factors that affect people's experiences
- Advocate for the inclusion of palliative care in all relevant health and social care policy
- Advocate for national standards for palliative care

Deliverables	Notes (a mix of explanation and specific intentions)
Reports and policy briefs	Consider the utility (to the public, planners/commissioners, others) of work to describe key features of "general palliative care". Consider: role of gatekeepers; language/terminological confusion; ways in which public may be better empowered; potential link to work on National Standards; approaches in other countries.
Media comment	SPPC does proactive media work around events, and also provides comment on a reactive basis when approach by media. On services we tend to be balanced and informative rather than 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

Curated and distilled expert stakeholder evidence to inform Healthcare Improvement Scotland standards and guidance.	SIGN Guideline on the Deteriorating Patient, multiple inputs to the NCS process, and AD Bill work.
Curated and distilled expert stakeholder evidence to inform Scottish Parliament consultations and inquiries.	
Presentations/workshops at conferences and other fora. Bilateral meetings and networking.	
A short film to explain palliative care	
Increased number of decision-makers in health and social care system briefed on palliative care	Proactive engagement to get messages across.
Presentations on palliative care at “non-palliative care” conferences and events.	

Act on Health and Wellbeing Inequalities

- Identify and promote work through our networks which improves understanding of and addresses inequalities
- Advocate for approaches which tackle inequalities
- Prioritise addressing inequalities in our own work to improve services and end of life literacy

Deliverables	Notes (a mix of explanation and specific intentions)
<p>Understanding of how to improve the accessibility and relevance of End of Life Aid Skills for Everyone for people living in socioeconomically deprived communities</p> <p>More people from minority groups and socioeconomically deprived communities have undertaken EASE</p>	<p>We are running EASE in the most deprived postcodes in Dundee, with a research arm to the work to capture learning. We will aim to use this learning to improve access to EASE in other deprived communities. Incidental learning from these people's experiences of living with life shortening conditions, dying and bereavement used to inform our other work.</p>
<p>Understanding of public education interests and needs in different minority groups</p> <p>More people from minority groups and socioeconomically deprived communities have undertaken EASE</p>	<p>We proactively engage with different minority groups and provide tailored End of Life Aid Skills for Everyone taster sessions.</p>
<p>Workplaces Charter Mark in businesses with minimum wage employees</p>	<p>We'll seek to target an employer of this sort.</p>
<p>Coverage of inequalities in our policy and advocacy work</p>	
<p>Data to inform understanding and addressing inequalities featured in SG strategy data workstream</p>	<p>Highlight the need for data as part of our support for this workstream.</p>
<p>Grants to support disadvantaged groups to participate in To Absent Friends</p>	<p>Encourage participation with targeted promotion of grants.</p>
<p>Network meetings considering inequalities</p>	
<p>Conference sessions considering inequalities</p>	
<p>Content on inequalities in Update.</p>	

Improve **Services** and **End of life** **Literacy**

- Support delivery of *Palliative Care Matters for All* by facilitating specific service improvement work
- Support an effective project which aims to improve palliative care data
- Support an effective project which aims to increase integrated palliative care

- Provide resources, leadership and support to organisations and individuals who are working to improve end of life literacy in Scotland
- Deliver public education to increasing numbers of people
- Lead initiatives that provide information and opportunities for individuals and communities to increase their end of life literacy

Deliverables	Notes (a mix of explanation and specific intentions)
Improve services	
To support delivery of the specific commitment in <i>Palliative Care Matters for All</i> SPPC will contribute to an - An effective project improving palliative care data, including an enhanced approach to understanding quality of experience.	
To support delivery of the specific commitment in <i>Palliative Care Matters for All</i> SPPC will contribute to an effective project which increases integrated working between specialist palliative care and general palliative care.	
Input to Palliative Care Advisory Group and Policy Team discussions around the palliative care strategy	This will cover end of life literacy/supportive communities as well as services.
An evidence-based tool to model the return on investment from palliative care interventions, to support planning and commissioning of health and social care.	This work will be developed and delivered in partnership with Healthcare Improvement Scotland. It is modelled on similar work done on frailty .
Input to relevant palliative care strategy delivery structures.	This will cover end of life literacy/supportive communities as well as services.

Input to development of SG planning and commission guidance identified in draft strategy.	
Improve end of life literacy	
Devise and provide a mechanism to support, inform and update on work relating to the “Enabling people and Communities” aim of <i>Palliative Care Matters to All</i> .	
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 .
End of Life Aid Skills for MSPs and Policy-makers	An adapted short-form version of EASE specifically for policy-makers, starting with MSPs.
Resources for GLGDGG people and organisations working for change: <ul style="list-style-type: none"> • Compassionate Communities Toolkit • Info leaflets • 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 	
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.	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.
To Absent Friends (TAF) – national festival of storytelling and remembrance, with multiple events and media.	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>End of Life Skills for Everyone public education programme:</p> <ul style="list-style-type: none"> • 30 face-to-face courses • 4 online courses • 3 facilitator training courses • 4 outreach taster sessions • Monthly drop-in for facilitators • 2 facilitator get-togethers • List of accredited facilitators onto website • 24 new volunteer Course Facilitators recruited and trained • 70 volunteer Course facilitators supported and managed <p>c300 course participants</p>	Sessional workers managed by SPPC will accelerate access to EASE in Dundee, Glasgow and Aberdeen (enabled by specific grant funding).
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 may increase with the strategy.
Book chapter on compassionate communities in Scotland	Book commissioned by Compassionate Communities UK, looking at work around the world. To be launched during Demystifying Death Week.
Journal articles on: the <i>Truacanta Project</i> ; EASE; and Workplaces Chartermark.	Subject to ££ or other workaround to publish in journal.
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 on website and contribute to development together with other members of the Charter Mark Group
Bereavement Charter Mark for Workplaces – host and operate the scheme; support and encourage participation from new workplaces. Bereavement-friendly workplaces toolkit	Presentations to groups to spread awareness of the charter mark. Website hosting and administration of charter mark awards.
Bereavement Charter Mark for Primary Schools (pilot project)	Work with other partners (including St Columba’s Hospice Care, Strathclyde University and schools) to further evaluate, develop and spread the charter mark.
Bereavement Charter Mark for Care Homes	Work with partners in Care Homes and the Bereavement Charter Group to explore the potential development of a charter mark for care homes.

Ensure Our Impact

- Identify and engage key individuals able to influence policy and/or funding
- Gather and use evidence to communicate to relevant stakeholders the unique and indispensable value of SPPC
- Sustain or grow charitable funding streams
- Support and develop our staff and volunteers, including flexible ways of working which suit individual and organisational needs.
- Embody and advocate values which underpin palliative care and human rights: teamwork, fairness, respect, equality, dignity and autonomy.
- Comply with legal requirements, and with standards of good practice for a charity.

Deliverables	Notes (a mix of explanation and specific intentions)
Income development	
Applications to charitable trusts and other grant giving bodies.	Possible application to the Lottery Fairer Life Chances fund, using evidence of EASE in Dundee Also application to Lottery and/or Fore Fund to explore and potentially develop an income generating version of EASE for professionals.
New international collaboration which generates learning whilst contributing to SPPC's income	We have a couple of valuable international collaborations with the Belgium End of Life Research Group on EASE and compassionate workplaces which have generated learning for work in Scotland and income. We will invest in trying to establish further collaborations where they will generate income and contribute to our work in Scotland.
Increasing reach, and improving awareness / understanding of SPPC work and value.	
Stakeholder mapping and influence plan	Who do we need to connect with? Who needs to know what? How do we communicate with different individuals and groups?

Up-to-date and better structured contacts database	We need a better picture of who we currently engage with and how.
Data and stories to evidence SPPC's value	
Short SPPC promo film and leaflet	
Web, email, and social media activity to promote SPPC Groups/networks to new audiences	
Feasibility Review of Annual Palliative Care Awards	Explore the potential to run an annual awards scheme to promote understanding of palliative care, to acknowledge the achievements of people and organisations, to build relationships with non-specialist stakeholders, and to raise the profile of SPPC.
Compliance and Good Practice	
Annual General Meeting of Members	
Effective Council meetings	
Review/Update Employee handbook and H&S approach.	