

# Scottish Cot Death Trust

## Strategic Plan 2013 to 2015

### 1. Vision

To eliminate Cot Death by funding research, educating professionals and supporting families.

(Agreed by SCDT Board, January 2013)

### 2. Background

The Trust was formed in 1985 with three aims described in the original trust deed as:

..." the investigation, reduction, elimination or prevention of cot death in Scotland, the collation, distribution, publication or dissemination of advice, literature and statistics relative thereto and the assistance, comfort and support of families bereaved by such deaths.

In the current Trust literature these are described as:

1. To fund research into the causes of cot death
2. To support bereaved families
3. To educate the public and professionals about cot death

From time to time the Board has reviewed these aims in the light of changing context for cot death including the dramatic reduction in cases following the back to sleep campaign of the 1990s and more recently following the publication in 2011 of Scottish government guidelines to health boards concerning procedures to follow in cases of Sudden Unexpected Death in Infants.

The board and staff of the Trust recognised that the future role of the SCDT needed to continue to adapt to changing circumstances and opportunities and explored these in detailed discussions in January 2013.

It was clarified in the board discussions that a return to the original priority order for the aims was desired namely: research, education and support.

Set out below is the plan of work for the period 2013 to 2015 in the following areas:

- |                       |             |
|-----------------------|-------------|
| 1. Research           | 5. Staffing |
| 2. Education          | 6. Location |
| 3. Support            | 7. Finance  |
| 4. Trustee governance | 8. Profile  |

### 3. Goals for 2013 to 2015

#### 3.1 Research

**By the end of March 2015 we will have reinvigorated the Trust's role in contributing to international research into cot death**

We will do this by:	Responsibility
1. Establishing ongoing contact with and facilitating annual meetings of SUDI paediatric pathologists and SUDI paediatricians in Scotland	Executive Director, Chairman, /Chairman SAC,
2. Refreshing membership of the scientific advisory committee and engaging them in a more proactive search for potential research that could add value to existing work	Executive Director Chairman SAC
3. Explore emerging areas of research that could be jointly supported by staying in touch with FSID/IPSID	Executive Director Members SAC/Board
4. Identifying a piece of research to support and designing a public fundraising proposition for this.	Executive Director Chairman SAC
5. Offering again, using board member professional skills, to undertake a sample retrospective case review of cases between 2007 and 2011 to identify any trends, patterns or opportunities for further research.	Executive Director Chairman/Chairman SAC
6. Drawing up a detailed catalogue listing all pieces of research that the Trust has funded to date.	Executive Assistant/volunteer Chairman SAC
	Where beneficial, assistance will be sought from individual Board Members.

### 3.2 Education

**By the end of March 2015 we will have established a strong reputation in Scotland as the provider of high quality education and training for national and regional professional groups involved with cot death.**

We will do this by:	Responsibility
1. Forming active relationships with the Health Boards where clusters of cases occur	Executive Director/Community Support Nurse
2. Taking an active role in Scottish Government SUDI working group	Chairman, Chairman SAC, Executive Director
3. Working with NES to provide on line education module for health professionals	Executive Director/ Community Support Nurse
4. Working with Scottish Care Inspectorate, Scottish Childminding Association, National Childbirth Trust Scotland and other Scottish networks that can extend effective promotion of safe sleep messages	Community Support Nurse
5. Working with at least one health board and their community teams to develop and deliver innovative format for safe sleep messages to be conveyed to those parents identified as hard to reach	Community Support Nurse
6. Using the data from Family Voices Survey 2011, researching and responding to opportunities to engage with other professional bodies involved with supporting cot death.	Executive Director
7. Developing increased use of the Trust's website as a source of best practice information about safe sleeping.	Community Support Nurse /Executive Assistant
	Where beneficial, assistance will be sought from individual Board Members.

### 3.3 Support

**By the end of March 2015 we will be routinely recognised across Scotland as a source of excellent information advice and support for all families affected by cot death.**

We will do this by	Responsibility
1. establishing a system to ensure that within the first month every family affected by sudden and unexpected death of an infant or child is made aware at least three times that the SCDT can help them	Executive Assistant/Community Support Nurse
2. achieving recognition from NHS Scotland of the value and contribution of community support nurse by securing funding for this position post June 2014.	Executive Director Chairman and Executive Committee
3. maintaining a strong country wide network of befrienders who are active using different methods of communication ensuring at least one annual opportunity to meet.	Community Support Nurse/ Executive Assistant
4. establishing a routine of offering an opportunity for family members to get together at least once a year rotating location across Scotland	Staff team
5. establishing and maintaining an extensive list of contacts for local signposting and referral to good quality support, starting with those areas where there continue to be clusters of cases.	Community Support Nurse / Executive Assistant
6. devising an approach to counselling which is accessible and can be sustained.	Executive Director
7. evaluating the next infant support programme in Greater Glasgow and Clyde in 2013, comparing this to services available within NHS elsewhere and considering future options for the Trust's role.	Executive Director Community / Support Nurse

8. Initiating review of effectiveness of apnoea monitors and other monitoring devices and clarifying future expectation of the trust's ongoing role in providing these across Scotland.	Executive Director / Executive Assistant
9. Investigating the potential case for providing safer sleeping places e.g. pepi pods as a support for hard to reach families.	Executive Director / Community Support Nurse
10. Responding when possible to emerging support needs e.g. siblings, foster or kinship carers and devising and producing relevant resources.	Community Support Nurse
11. Creating a Family Voices Network both online and face to face that seeks the views of families on all of the Trust's plans, encourages their active participation and provides a source of people to act as external ambassadors for the trust	Executive Director/Staff Team Executive Committee
12. Investigating relevant support provision for grandparents	Community Support Nurse
	Where beneficial, assistance will be sought from individual Board Members.

### 3.4 Structure

#### Trustee board

**By the end of March 2015 we will continue to have in place a strong and dynamic board of trustees directing the work of the trust and actively involved in developing and delivering the trust's activities.**

We will do this by:	Responsibility
1. Confirming the planned terms of office for existing members and formalising the notification system relating to this and setting up a process for the search and nomination of new board members.	Executive Director Executive Committee
2. Agreeing a robust induction process which also identifies the particular contribution the board member will be making to the work of the Trust during their term of office	Executive Director Executive Committee
3. Updating the trustee handbook and ensuring all members are made aware of this as part of their induction	Executive Director Executive Committee
4. Introducing a board briefing on a regular basis to keep the board up to date between the three formal board meetings	Executive director
5. Working with the existing Chairman to plan his preferred timing for retirement and the search process for his successor.	Chairman/Vice Chairmen/Executive Director
	Where beneficial, assistance will be sought from individual Board Members.

#### Executive

The Executive Committee of the board will guide the work of the Executive Director and the day to day priorities of the Trust and make recommendations to the Board accordingly.

We will do this by:

- Meeting on a regular basis to
  - o Advise the Executive Director in general terms for managing priorities and for the line management of paid staff

- Follow the development of work streams approved by the board and consider in outline any new areas of work
- Provide ongoing review of risk log and alert the board to any changes as necessary
- Providing quarterly scrutiny of the budget and fundraising activity
- Set and review objectives for the work of the director

### 3.5 Staff

**By the end of 2015 we will have an effective staff team with clear accountability for delivery to objectives set out in the plan.**

We will do this by	Responsibility
1. Providing clear up to date job descriptions and systems for setting work objectives and supervision and support	Executive Director Executive Committee
2. Updating staff handbook so the expectations and context for working for the trust are clear. ( to include access to external support for all staff affected by close contact with families)	Executive Director Executive Committee
3. Ensuring regular team meetings which help to strengthen office routines and communication.	Executive Director
4. Maintaining annual performance appraisal system and ensuring this is reviewed and signed off by trustees.	Executive Director Executive Committee
5. Providing a more transparent route for salary expectations to be effectively managed.	Executive Director Executive Committee
	Where beneficial, assistance will be sought from individual Board Members.

### 3.6 Location

**By the end of 2013 we will have confirmed the future location of the trust's offices.**

We will do this by:	Responsibility
1. Pursuing confirmation that adequate space will be provided on the campus of the Royal South Glasgow Hospital?	Executive Director Executive Committee
2. Investigating 3 fully costed options of location away from Yorkhill for consideration at the October 2013 board meeting.	Executive Director Executive Committee
	Where beneficial, assistance will be sought from individual Board Members.



### 3.7 Finance

**By the end of March 2015 we will have established a robust business planning process that aims for a break even annual revenue budget with an optimised range of income streams.**

We will do this in 2013 by:	Responsibility
1. Preparing an annual revenue breakeven budget	Executive Director / Executive Committee
2. Researching grants and trusts that might fund our work in place of the National Lottery from June 2014	Executive Director
3. Reviewing our current range of merchandise and beginning to recruit a volunteer network of fundraisers across the country to promote sales	Executive Director/ Community Fundraiser
4. Proactively targeting at least six families to support our work with event fundraising in 2013	Community Fundraiser
5. Implement lessons learned from the 2012 Golf Day and Afternoon Tea and securing improved outturn from both these events in 2013	Executive Director/Community Fundraiser Executive Committee
6. Focus on Welly Waddle and maximising the return	Executive Director/Community Fundraiser
7. Focus on the online tribute fund market and how to promote this further.	Executive Director/Community Fundraiser
8. Set target for ongoing minimum annual amount available for research	Executive Director Executive Committee/Board
	Where beneficial, assistance will be sought from individual Board Members.

### 3.8 Profile

**By the end of March 2015 we will have achieved a coherent brand which is externally recognised within Scotland.**

We will do this by:	Responsibility
1. Working with Vodaphone World of Difference champion to unite the visual identity of all our materials and to provide training for core staff in use of design software	Executive Director/Community Fundraiser
2. Working to define key audiences and the clear key messages we are trying to communicate and adding to the bank of case studies already collected.	Executive Director/Staff Executive Committee
3. Maintaining a high profile within the Scottish Government Working Group.	Executive Director Chairman/Chair SAC
4. Responding to PR opportunities as they arise	Executive Director/Staff
5. Researching the possibility of reviving the concept of an annual awareness week.	Executive Director/Executive Assistant Executive Committee
6. Working with other Scottish based charities and statutory services that are involved with the spectrum of sudden death in infancy and childhood, including those involved with bereavement support, to advocate for best practice for all families who are affected.	Executive Director/Community Support Nurse
	Where beneficial, assistance will be sought from individual Board Members.