

**NHS Board Meeting**  
**28 October 2020**

**Lanarkshire NHS Board**  
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**SUBJECT: LANARKSHIRE GLOBAL CITIZENSHIP PROGRAMME**

## 1. PURPOSE

The attached paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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The purpose of the report is to:

- Provide an update on development and implementation of the Lanarkshire Global Citizenship Programme
- Highlight current challenges, risks and issues
- Provide the NHS Board Members an opportunity to provide a recommendation on the proposed approach to develop the next phase of work
- Agree that the timing of the next phase be adjusted to reflect the demands imposed by delaying with the global pandemic.

## 2. ROUTE TO THE BOARD

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by the Project Manager, Magda Henderson and reviewed by NHS Lanarkshire Global Citizenship Co-Lead Champions, Kate Bell and John Logan, following discussion with NHS Lanarkshire Chief Executive Heather Knox.

## 3. SUMMARY OF KEY ISSUES

### 3.1 Global Citizenship: Scotland's International Development Strategy

In December 2016, the Scottish Government published Global Citizenship: Scotland's International Development Strategy which sets out its contribution to the international community. A key part of that Strategy is the Scottish Government's commitment to "the Beyond Aid agenda" which takes a holistic approach to sustainable development, requiring all – government, local government, public bodies, the private sector, communities and individuals – to adapt their behaviour in support of the UN Sustainable Development Goals. The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. The 17 Goals are all interconnected, and in order to leave no one behind, it is important that we achieve them all by 2030. Scotland is one of the first countries in the world to adopt these Goals.

The Scottish Government has established the Scottish Global Health Co-ordination Unit and the Scottish Global Health Collaborative which commissioned and supported the Royal College of Physicians and Surgeons of Glasgow to prepare a report on the mutual benefits of international volunteering by Scotland's health service workers. The policy report Global Citizenship in the Scottish Health Service, published in 2017, provided the basis for the establishment in 2018 of the NHS Scotland Global Citizenship Programme.

The Scottish Government is seeking to build and strengthen government-government partnership with the identified partner countries of Malawi, Rwanda, Zambia and Pakistan. International development is a key part of Scotland's global contribution. For many years, staff from across all staff groups in NHS Scotland have made a significant personal and professional contribution to global health work in low and middle income countries. This valuable work not only helps to reduce common challenges such as disease epidemics, but it also provides mutual learning opportunities for our NHS staff and healthcare system.

### **3.2 Lanarkshire Global Citizenship Programme**

NHS Lanarkshire members of staff have been making significant contributions to global health partnerships for many years. The launch of the Global Citizenship Programme in Lanarkshire was held on the 24th May, 2019 and was attended by key leads from the Scottish Global Health Co-ordination Unit at the Scottish Government, NHS Lanarkshire Chairperson, Neena Mahal and Chief Executive at the time, Calum Campbell. Ms Mahal and Mr Campbell gave a commitment at the launch to develop a strategic approach to this work in Lanarkshire.

The two key components of the work have been to:

1. Develop the Lanarkshire GCP network
2. Develop a Global Health Partnership (Twinning with Zambia)

Funding has been provided by the Scottish Government, Department for International Development for the period 2020-22 for a project manager and an in country visit when it is safe to do so.

Early discussions with the Scottish Government International Development Unit on a proposed link with Blantyre, South Lanarkshire and Chitambo, Zambia have shown great promise. Due to COVID-19 progress on these discussions have remained tentative.

In particular, we have discussed developing a strategic partnership building on existing links between Blantyre (birth place of David Livingstone) and Chitambo in Zambia (his place of death,) and also to connect with the historic Chitambo Hospital, founded in memory of David Livingstone. We have talked about our interest in Lanarkshire in an approach based on establishing a partnership for sustainable strategic change, based on need and joining up community based work/hubs, and working within the context of existing links and partnerships; and one which can link in to a multi-agency and multi-disciplinary group, e.g. education, social work, Scottish Ambulance Service, and Police Scotland.

A key element of the twinning exchange in the longer term will be to promote an integration model to consolidate the health and social care approach to strengthening community-based supports; increasing opportunities; and improving self-care, self-management and local treatment practices to enable people to be supported in their own communities. In developing the global citizenship programme in Lanarkshire we will take a rights-based approach, promoting system-wide involvement in the context of health and social care integration and community planning. To achieve this we will formalise arrangements with local partner organisations to also commit to the global citizenship programme; developing a collective rationale, a shared vision and, a common set of priorities to reflect our joint values.

The scope and objectives of the partnership will need to be developed with all partners to develop a meaningful and sustainable programme of work and the future working relationship will be based on:

- identifying need;
- exploring how Lanarkshire can make the necessary connections on Strategic Planning approaches and Community Engagement models;
- Making strong connections with community based resources;
- Using technology to increase capabilities to engage with urban and remote & rural communities; and
- Build links to exchange education and learning opportunities through the Community Hub in Blantyre and others to be developed.

The Blantyre Community Hub, with co-located and integrated services provides an excellent opportunity for global health work and a vibrant exchange of practice examples and dual benefits to staff and services in both countries. Initial discussion around common themes and areas of interest include mental health and wellbeing of communities and working with women and girls and all with a strong focus on human rights.

From 2020 onwards NHS Lanarkshire will institute a global health partnership award as one of the annual staff awards. There will also be a global health partnership award at national level.

### **3.3 Progress to date**

There has been a good progress since the launch of the programme across many areas. Important steps have been made to strengthen partnerships between NHS Lanarkshire and existing partners as well as developing new health partnerships. The approach in Lanarkshire will be based on establishing a partnership for sustainable strategic change based on need and joining up community based work/hubs, and working within the context of existing links/partnerships; and one which can link in to a multi-agency and multi-disciplinary group, e.g. Education, Social Work, the Scottish Ambulance Service and Police Scotland. Specific areas of progress include:

- A meeting with the Minister for Europe and International Development, Jenny Gilruth and representatives of other health partnerships to provide an update on the Lanarkshire programme.
- Two meetings with the Friends of Chitambo, a Scottish charitable organisation that aims to support health projects in Chitambo district, Central Province, Zambia. A further meeting is being scheduled. Priorities and a way forward need to be agreed.
- Agreement with Scottish Ambulance Service, Police Scotland, Scottish National Blood Transfusion Service, South Lanarkshire Council and the Scottish Government to explore the establishment of a Global Health Partnership/twinning project with Blantyre and Chitambo. Ian Nicol, Rwanda and Zambia Development Programme Manager at the Scottish Government and Kate Bell had taken an action to make contact with the connections in Zambia to agree priorities for this work.
- The engagement of a dedicated project manager to promote and support the implementation of the Global Citizenship Programme in Lanarkshire. The role is funded by the Scottish Government until 31<sup>st</sup> March 2021. It is recognised that in order to deliver NHS Lanarkshire Global Citizenship Programme successfully it is critical that sufficient dedicated specialist project management resources must be factored into future resource plans.
- A programme brief has been drafted to provide an overview and serve as a baseline which sets out the scope, scale and function of the Lanarkshire Global Citizenship Programme. The document also sets out assumptions and constraints and highlights key risks and dependencies on other work essential to the delivery of the programme (see Appendix 1).

- A [Global Citizenship page](#) on the NHS Lanarkshire Intranet FirstPort has been set up with useful information and tools relating to the Lanarkshire and Scottish Global Citizenship Programmes. An update on the programme was also provided in the August Daily Staff Briefing and there will be an article in the next issue of the PULSE magazine on the progress in establishing the programme.

### 3.4 Key Challenges/Risks & Issues

Key challenges have centred on the capacity of the programme co-leads to fully support the programme in the light of competing demands, both in the secondment of one of the co-leads to NHS Tayside, and the demands imposed by the global pandemic on the capacity of both co-leads to drive this important agenda.

### 3.5 Next Phase of Work

The decision on the approach and timing of the delivery of next phase of work will be depend on the capacity of the NHS Lanarkshire to provide executive leadership for the programme, noting current challenges and risks and issues.

The proposed next steps of the next phase of work would be:

1. NHS Lanarkshire attendance at the NHSScotland and Friends Global Citizenship Conference 2020, scheduled for Tuesday 3 November 2020. This event will be of interest to those working or training to work in health and social care as well as the wider global health community in Scotland and those with an interest in the NHS Scotland Global Citizenship Programme.

In view of the COVID-19 pandemic, the event will be delivered online and attendance will count towards the continuous professional development.

Please see link below for registration below:

<https://events.rcpe.ac.uk/nhss-and-friends-global-citizenship-conference-2020>

2. Create a programme of activities, projects and initiatives that are needs-led and developed collaboratively using agreed partnership working principles.
3. Continue to strengthen partnerships between NHS Lanarkshire and existing partnerships as well as developing new health partnerships.
4. Work with others in Lanarkshire to organise a Network Champions meeting to: (a) share information about of global health partnership work which is taking place as well as the progress of the Lanarkshire programme and to (b) explore and agree how we could work together.
5. Continue to identify members of staff who are currently involved in global health partnerships or have experience of participating in such partnerships.
6. Continue to engage with partners lead champions in other NHS boards by attendance at quarterly lead champion network meetings.
7. Work closely with the Board Chair and Chief Executive to report on progress being made and to obtain guidance on further developments.

8. Work closely with the NHS Lanarkshire Communication Team to develop a communication and engagement strategy and action plan.
9. Provide the Board with a progress report by the next meeting.

### 3.6 Conclusion

Key challenges have centred on the capacity of the Lanarkshire GCP co-leads to be able to commit to further develop and implement the programme at this stage due to competing demands.

This will result in delays and not progressing this work in the short to medium term.

## 4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

## 5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

### **Three Quality Ambitions:**

Safe	<input type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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### **Six Quality Outcomes:**

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

## 6. MEASURES FOR IMPROVEMENT

To be developed.

## 7. FINANCIAL IMPLICATIONS

The Scottish Government has provided funding for project management.

## 8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

A Project Risk and Issue Management Strategy will be developed in line with the NHS Lanarkshire Management Approach and be approved by the project team. In accordance with this, Risk and Issues Register will be developed and maintained by the Project Manager with regular reviews by the programme leads. The initial risks identified as part of the programme are noted in the Programme Brief.

The current issue is the capacity of the co-leads who would lead the programme work and fully support the project manager in this work. This will result in delays and not progressing this work in the short term. This issues will be escalated to the NHS Board and the Board is being invited to adjust the timing of the next phase to reflect the demands imposed by the global pandemic.

## 9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance Management	<input type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability Management	<input type="checkbox"/>				

## 10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

An Equality and Diversity Impact Assessment will be completed in due course.

## 11. CONSULTATION AND ENGAGEMENT

To be undertaken when network proposal is more developed.

## 12. ACTIONS FOR THE BOARD

The Board is asked to:

Approve	<input checked="" type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

The NHS Board is asked to

1. Note the progress made to date;
2. Note that a period of meaningful engagement with key stakeholders has been undertaken over a 14 weeks period from 1st July until 16<sup>th</sup> October 2020;
3. Note the challenges in relation to the current capacity of the co-leads to lead the programme work and provide direction to the project manager in this work; and
4. Approve an adjustment to our timing for the next phase and agree to scale down programme activities until the extraordinary demands of the COVID-19 pandemic have receded and the co-leads have capacity to lead the programme work effectively and fully support the project manager. If the Board agree to scale back the main activities will involve maintaining links with the national Global Citizenship network as well as linking with our interested stakeholders and partners in Lanarkshire.
5. Agree to review this further in January 2021.

## 13. FURTHER INFORMATION

For further more detailed information or clarification of any issues in this paper please contact:

**Lanarkshire Global Citizenship Programme Co-Leads**

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