



# Global Citizenship Programme



## Programme Brief

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## 1 Purpose

The purpose of this document is to provide a broad 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.

This Brief is a working document and will be continually revised as the programme is developed.

## 2 Background

### 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 became one of the first countries in the world to adopt these 17 Goals which aim to eradicate extreme poverty, reduce inequality, and combat climate change.

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.

### NHS Lanarkshire Global Citizenship

It is recognised that NHS Lanarkshire members of staff have been making significant contributions to global health partnerships for many years. The launch of the Global Citizenship 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.

Early discussions with the Scottish Government International Development Unit on linking Blantyre, South Lanarkshire with Chitambo, Zambia have shown great promise. In particular we discussed linking with Zambia in terms of developing a cradle to grave approach and building on existing links between Blantyre (birth place of David Livingstone) and Chitambo (DL's place of death, Zambia) and also to connect with the historic Chitambo Hospital, founded in memory of David Livingstone. We also talked about our interest in Lanarkshire in an approach based on establishing a partnership for sustainable strategic change, a partnership 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, SAS, and Police.

A key element of the exchange work 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.

When developing the global citizenship programme in Lanarkshire we will consideration take a rights-based approach, promoting system-wide involvement in the context of health and social care integration and community planning. We wish to take a structured approach, which would include formalising 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 content of the partnership would need to be developed with all key partners to develop a meaningful and sustainable programme of work. The future working relationships 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 beyond that in Larkhall and Clydesdale.

The Blantyre site 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 Governance**

Governance arrangements will have to be established. The Project Team will be accountable to the Lanarkshire NHS Board.

Dr John Logan, Consultant in Public Health Medicine and Ms Kate Bell, Head of Strategic Change & Transformation will act as co-leads to develop and implement the programme.

To deliver this programme successfully it is critical that sufficient dedicated / specialist project management and quality improvement resources must be factored into future resource plans to lead and support the clinical and operational teams in the service change

& improvement process. Therefore, the programme also have a dedicated project manager. Magda Henderson has been initially appointed until 31st March 2021.

Communication, engagement and evaluation are similarly critical supports to deliver successful change.

#### 4 Aims and Objectives

The main aims of the work are to:

- Contribute to the wider Scottish Government International Development Strategy, in particular the commitment to support capacity strengthening in the area of health in partner countries;
- Support and encourage NHS Lanarkshire staff to participate in global health work both here in Scotland and abroad by ensuring better guidance, co-ordination and support.

The main objectives of the programme are to:

- Create a programme of activities, projects and initiatives that are needs-led and developed collaboratively using agreed partnership working principles;
- Mapping of health partnerships across NHS Lanarkshire in order to expand Lanarkshire Global Citizenship network;
- Creating a well-connected network of NHS Lanarkshire staff and partners with an interested in global health work via NHS Global Citizenship Champions;
- Recognise NHS Lanarkshire members of staff that have been making significant contributions to global health partnerships for many years via Lanarkshire Global Citizenship Award;
- Strengthen partnerships between NHS Lanarkshire and existing partnerships as well as developing new health partnerships;
- Building on health inequalities approach in NHS Scotland developing Active Global Citizenship approach;
- Share a framework for Global Citizenship with and extended to other sectors as required;
- Access for all Lanarkshire staff and Lanarkshire Boards to support and guidance on global citizenship and health partnership opportunities;
- Promote NHSScotland Global Citizenship HR Guidance recognising CPD benefits of participation.

#### 5 Scope.

The scale of the programme is Lanarkshire-wide.

<b><u>In Scope:</u></b>	<b><u>Out of Scope:</u></b>
<p><u>Organisations:</u></p> <ul style="list-style-type: none"><li>• NHS Lanarkshire</li><li>• Scottish Government Department for International Development Unit</li><li>• Scottish Government, Department for International Development (DFID)</li></ul>	<p><u>Organisations:</u></p> <p>Any organisations not listed as in scope</p>

<ul style="list-style-type: none"> <li>• Scottish Government, Scottish Health Co-ordination unit</li> <li>• Health &amp; Social Care North Lanarkshire</li> <li>• South Lanarkshire Health &amp; Social Care Partnership</li> <li>• North and South Lanarkshire Councils</li> <li>• North and South Lanarkshire Community Planning Partnerships</li> <li>• South Lanarkshire Health &amp; Social Care Forum</li> <li>• North &amp; South Lanarkshire Integrated Joint Boards</li> <li>• Scottish Ambulance Service (SAS)</li> <li>• Police Scotland, International Development &amp; Innovation Unit</li> <li>• Friends of Chitambo. S.C.I.O</li> <li>• NHSScotland Health Boards</li> </ul> <p><u>Divisions/Departments:</u></p> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Service Improvement</li> <li>• HR</li> <li>• Project Management/ PgMS</li> <li>• IT</li> <li>• Trade Unions</li> </ul> <p><u>Groups:</u></p> <ul style="list-style-type: none"> <li>• NHS Scotland Global Citizenship Programme Board (GCPB)</li> </ul> <p><u>People:</u></p> <ul style="list-style-type: none"> <li>• NHS Lanarkshire staff HSCPs</li> </ul> <p><u>Project Management:</u></p> <ul style="list-style-type: none"> <li>• Programme Brief</li> <li>• Terms of Reference</li> <li>• Action Plan</li> <li>• Communications and Engagement Strategy</li> <li>• Risk Register &amp; Report</li> </ul>	<p><u>Divisions/Departments:</u> Any divisions/ departments not listed as in scope</p> <p><u>Groups:</u></p> <ul style="list-style-type: none"> <li>• Any other groups not listed as in scope</li> </ul> <p><u>People:</u></p> <ul style="list-style-type: none"> <li>• Any people not listed as in scope</li> </ul> <p><u>Project Management:</u></p> <ul style="list-style-type: none"> <li>• Any Project management documentation/ processes not listed as in scope</li> </ul>
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## 6 Anticipated Benefits

There is clear evidence in the academic literature that involvement in global health work offers benefits to host organisations as well as the individuals who take part.

- The benefits to NHS Scotland include:

- Improved recruitment and retention
- Learning and capacity building
- Professional development of the workforce
- Improved patient experience in Scotland
- Reputational development.

Benefits to NHS staff include:

- Leadership and management skills
- Communication and teamwork
- Clinical skills
- Policy awareness and experience
- Academic skills
- Patient experience and dignity
- Personal resilience, satisfaction and interest

## **7 Assumptions, Constraints, Dependencies & Risks**

### **Assumptions**

- The key stakeholders will be identified and available to answer questions and provide information when required;
- There is engagement from all relevant stakeholders and service staff;
- Realistic levels of staff and funding resources will be available to ensure successful delivery.

### **Constraints**

- Lack of capacity and availability of co-leads to lead the work and fully support the project manager's work due to the work demands
- Capacity and availability of required stakeholders and service staff to engage and participate in the work streams may be restricted by operational requirements, competing priorities and capacity for change
- Recruitment and retention of resource to carry out work and associated actions.
- The availability of funding for appointed Project Manager post-March 2021.

### **Dependencies**

- NHS Scotland Global Citizenship Programme

## **8 Key Risks and Issues**

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.

A full Risk Register will be developed and maintained by the Project Manager with regular reviews from the Project Lead, with escalated risks being reviewed at TBC

The initial risks identified as part of the Programme Brief are:

- There is a risk of delay with the programme due to staff being unable to manage capacity demands due to COVID-19;
- There is a risk of delay with the project due to staff being unable to manage capacity demands. Risk of not taking advantage of opportunities to develop staff knowledge and skills;
- Risk of de-motivating and/or losing staff due to perceived inequity in the terms and conditions for staff who want to volunteer abroad;
- Risk of missing out on recruiting and retaining qualified staff with an interest in global health opportunities
- Reputational risk to NHS Lanarkshire if the board is seen to be falling behind others with respect to global health
- Maintenance of high quality service to NHS Lanarkshire patients during employee absence;
- Personal risks for staff going abroad (including political/civil risk, travel safety, visas, insurance, immunisation and personal health)
- Professional regulation, conduct, safeguarding considerations
- Minimal financial risks (costs either met by charitable donations or as part of funding an agreed personal/professional development plan for staff)
- Perception that NHS Lothian is focusing on overseas work when it should be concentrating on other local priorities and healthcare needs
- Climate effects of encouraging overseas activity which includes air travel



## 9 Key Information

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<b>Contact</b>	
<b>File Location</b>	

## 10 Revision History

Version	Date	Summary of Changes	Name	Changes Marked
0.1	2020-07-22	Initial Draft	Magda Henderson	
0.2	2020-09-17	Updates	Magda Henderson	No
0.3	2020-10-08	Updates	Magda Henderson	No
0.4	2020-10-15	Updates	Magda Henderson	No

## 11 Approvals

This document has been approved by the following:

Version	Date	Name	Role