

Summary Target Operating Model

National Care Service



INTRODUCTION

Overview

This document provides:

- i. Summary Target Operating Model (TOM),
- ii. A high level visual of the relationships and accountability in the planned new system,
- iii. Initial view of functions of the new system,
- iv. A visual illustrating the envisaged scope of the new system

Context

The accompanying visuals provide a high-level view of the planned system as it is known now. This will be built on and refined further in line with the commitment to co-design.

DRAFT SUMMARY TOM



Service Delivery Model: The future system will include a National Care Service Board which will provide effective national oversight and governance of social work, social care support and community health services. [redacted] will retain [redacted] for delivery of services, assets and staff. [redacted]. [redacted].



Process: The NCS Board will bring coherence and collective focus to strategic planning and delivery; monitor system performance to ensure consistent, fair, human rights based social care support and community health services; improve transparency of delivery and outcomes; ensure that data is improved to support these aims; improve collective learning and [redacted] a process of escalation and intervention where required.



Digital and Technology: The future system will seek to improve digital tools and technology to support new ways of working. This will include mechanisms to better share information, and digital and non-digital ways for people to interact with services and find information, to help improve outcomes.



People: The future system will include people with lived and living experience in decisions. It will better recognise the value of unpaid carers and those within the different professions that support people and make it easier for them to provide high quality care and support.



Performance and Data: The National Care Service Board will scrutinise planning and performance, with strengthened powers to require evidence and documentation, and a progressive support and improvement framework.

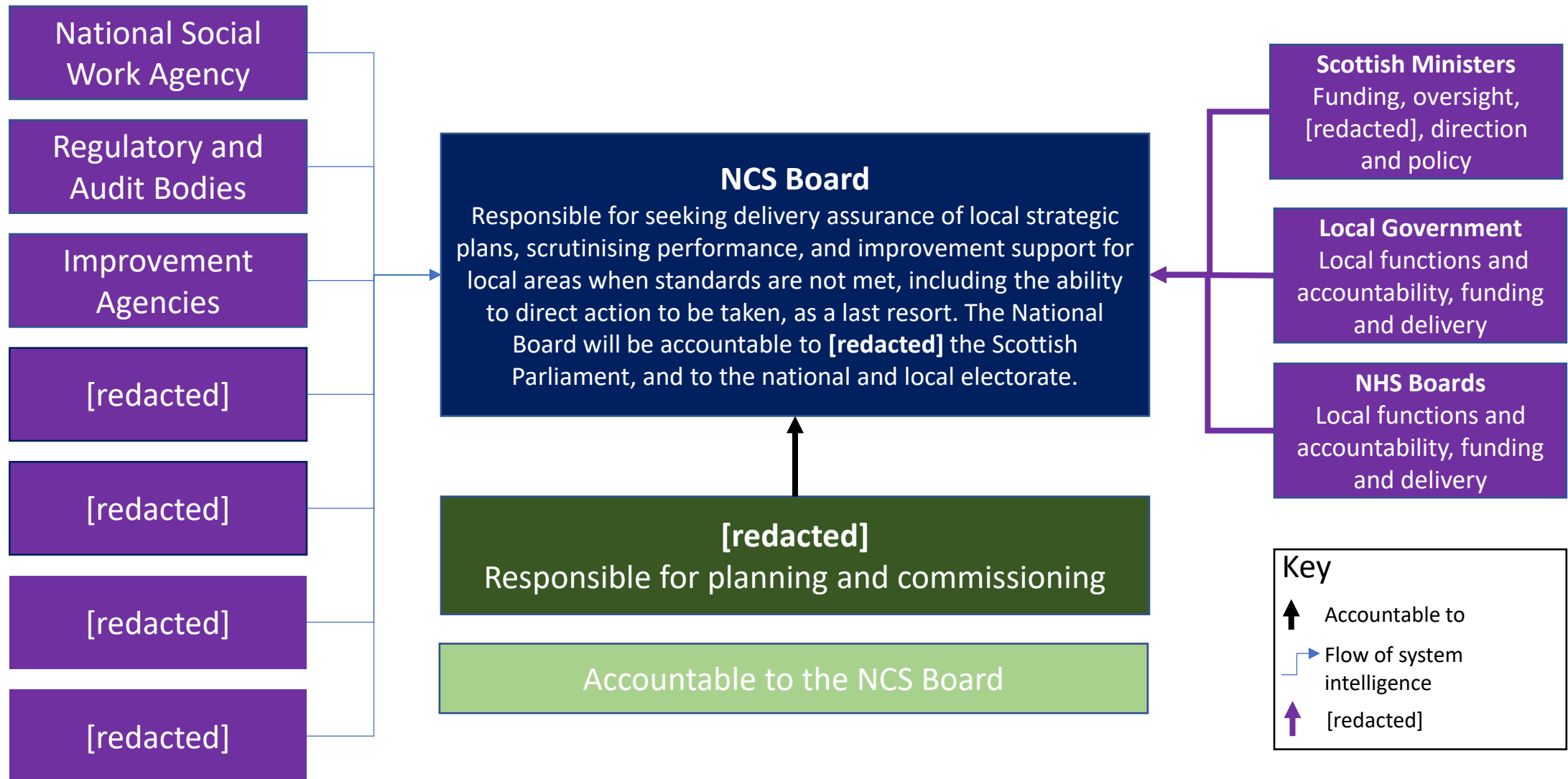


Governance and Legislation: The future system will have a clearer set of accountabilities. It will be simpler with fewer variations in how services operate across Scotland, with a greater role and voice for those using and providing care. Reformed IJBs would be accountable to the National Care Service Board.



Finance: The future system will have a clearer funding model with greater transparency of spending. Scottish Ministers will, in agreed circumstances, be able to fund specific activities carried out by local partners directly should they wish to do so. [redacted].

RELATIONSHIPS AND ACCOUNTABILITIES TO THE NCS BOARD



The membership and composition of the NCS Board and reformed IJBs will be determined through co design. The National Board will, at a minimum, include an Independent Chair, [redacted] from Scottish Ministers, local government and NHS Boards and people with lived experience. The full membership of the National Board will be co-designed.

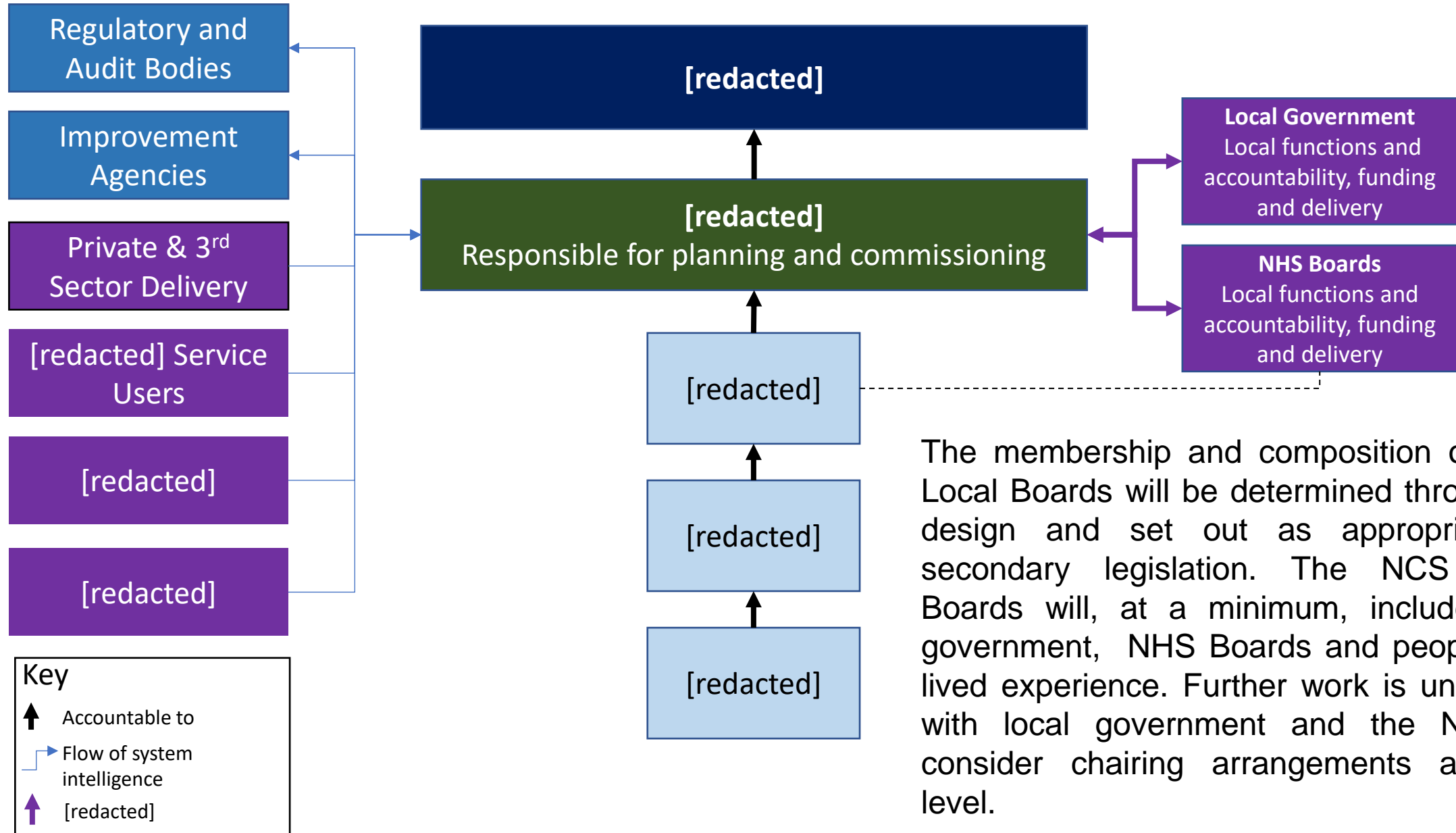
NATIONAL CARE SERVICE BOARD FUNCTIONS

NCS Board [redacted]

[redacted]	National Commissioning for specific support and services by agreement	Development of Standards & Guidance	Oversight of Standards & Guidance	Ensure meaningful participation by people with lived experience in decision making
[redacted] & seek assurance of Local Strategic and Delivery Plans [redacted]	Ethical Commissioning Framework	Maintaining and implementing Support an Improvement Framework	Powers of Intervention & Provision of Improvement Support, where standards are not being met	Visibility of Data, [redacted] & Data Sharing
[redacted] direct funding [redacted], in specific agreed circumstances	National approach to workforce planning, development, collective voice and Fair Work	Monitoring & Reporting System Performance	Provide other delivery support to local areas	[redacted]
	Ongoing Co-design with people who use, and work in, support and services	[redacted]	[redacted] Support for improvement, good practice, innovation [redacted]	[redacted]

- National Board functions and operations will continue to be defined in more detail through co-design.

RELATIONSHIPS & ACCOUNTABILITIES FOR NCS LOCAL BOARDS



NCS LOCAL BOARDS

- Key:**
- Existing function
 - Reformed function
 - New function

[redacted]

Finance	Workforce (Strategic Planning via LA, HBS through HSCP arrangements)	Implementation and oversight of delivery of National Standards and guidance	Data Reporting and Performance Monitoring	Locality arrangements	Administration
Assets (Strategic Planning via LA, HBS through HSCP arrangements)	Area resilience/ delivery assurance	Accountability to National Board and Support & Improvement Framework	Service/Support planning, design, provision, supply and logistics	Oversight Emergency Interventions	Market Insights and response
Complaints & Advocacy	Local Strategic Planning	Ongoing Co-design with people who use, and work in, support and services	Technology, Digital Development and Information Sharing	Local workforce planning, training & Support	Improvement, best practice and innovation
Lived Experience Representation	Governance Arrangements	[redacted] funding flows	[redacted]	Ethical Commissioning	Hosting Arrangements

Local reform, and the way in which NCS Local Boards will carry out these functions, will continue to be defined in more detail through co-design and set out as appropriate in secondary legislation.

SCOPE OF SERVICES WITHIN FUTURE STATE NCS



Adult Social Care
Social Work
Community Health
Children's Services
Justice Services
Addiction Services
Population Health
[redacted]

The NCS will include all adult social work and social care services, as well as community health provision. We are working with COSLA to consider how the benefits of the NCS can apply to children's services and justice services.

- There will be no backtracking on achievements accomplished by the 2014 Act in terms of integration. Reform should build on what has already been achieved. There should be a presumption in favour of integration where there is inconsistency, in recognition of its benefits in providing greater continuity of care.
- There should be no disintegration based on the 2014 Act unless there is evidence to suggest this would be advantageous i.e.. In particular local government and community health services which are currently delegated should remain so unless there is a clear rationale for change.
- We will work with local government and with people with lived experience to develop a more detailed understanding on the arrangements for specific services such as mental health, and drugs and alcohol services.
- Public and Population health should have a clear role in the planning and delivery of community health and social care support services.
- Given the very variable delegation arrangements currently in place for social work children's services and community justice and community health services, we continue to work with local government and the NHS to seek agreement on arrangements to achieve improvement, including access to timely, consistent, equitable and fair, high-quality health and care support.
- In time, we expect that support and services will be co-designed locally with statutory bodies, providers and people to ensure that local needs are understood and met.



National Social Work Agency

TARGET OPERATING MODEL

V0.1 August 2024

Introduction

Outline of the National Social Work Agency:

- ▶ scope
- ▶ scope and remit
- ▶ aim and objectives
- ▶ summary target operating model (TOM) – the structures, systems and process that determine how and where work gets done
- ▶ REDACTED
- ▶ REDACTED

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Scope and remit

- ▶ *The National Social Work Agency, as the voice of the profession in Scotland, will drive improvements in social work, for students through to senior leaders, across public, third and independent sectors.*
- ▶ *Via collaboration, it will lead change:*
 - *to embed an improvement approach to national policy*
 - *to improve the consistency of social work education and post-qualifying opportunities*
 - *to undertake collaborative workforce planning to address sustainability*
 - *to drive implementation support to promote excellence in practice*
- ▶ *Our aim is a skilled, supported and sustainable workforce that provides high quality person-led support underpinned by rights-based approaches to enable better, more consistent outcomes for people who need social work.*

All sectors: public, third and independent



Adults, children and families, mental health, learning disabilities, substance use and justice social work services

Aims and objectives

NSWA aim is to ensure a skilled, supported and sustainable social work profession in Scotland.

NSWA objectives are to strengthen the role, contribution and value of social work and social work leadership to ensure consistency in professional leadership and decision making:

- ▶ Social work practice: support the workforce to provide high quality and consistent, person-led rights-based social work support
- ▶ Leadership: promote professional collaborative leadership and effective partnership working, nationally and locally
- ▶ Policy: ensure national policy affecting social work is cohesive, informed by evidence and appropriately resourced
- ▶ Education: promote high quality social work education and post qualifying learning to ensure our workforce is appropriately qualified and supported to progress within the profession
- ▶ Workforce: support and promote our workforce, making it a profession where people feel valued and rewarded in their chosen career pathway and by being able to support improved outcomes for the people of Scotland
- ▶ Implementation and Improvement: support the implementation of high-quality social work practice and build the capacity of local areas to reform services that continuously improve in accordance with national policy
- ▶ Collaboration: work collegiately with partners and stakeholders across social work to help people live the best lives they can

NSWA goal is to provide the people of Scotland with assurance of a skilled, supported and sustainable social work workforce that is effectively planned to meet demand.

Summary TOM

Functional processes/methods: *operational processes that enable the organisation to operate*
planning, direction, clear processes, clear steps, clear purpose of all steps, add value, communication

People: *who does what, reporting lines, skills, roles and responsibilities*
Internal/external stakeholders and partners, including social work workforce, people who use services or support, clarity of role/expectations, support, capacity, capability, technical proficiency, training

Service delivery model: Front facing work - what will get done and where – identification of what capabilities are delivered and how – NSW projects, incl funding, delivery and evaluation: SW Education, SW Workforce, SW Policy, SW Implementation

Digital and technology: *the environments, applications etc that enable processes/methods:*
Intranet, website, email, electronic management /archive, social media

Performance and data: *what will be reported and how, by whom, to support service delivery and governance/decision making*
Inspection, audit, evaluation, measures, errors/inconsistencies, poor information/data, poor standards

Governance and legislation: *risks and controls for processes, rules and policies to manage risks and govern decision making*
Leadership, culture, collaboration/relationships

Finance: Core funding, budgets
additional development funding (PfG) and project funding incl grants, procurement and commissioning (via Scottish Ministers)

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