

Date Issued: 16 June 2020

Members of the Scottish Social Services Council are advised that a special meeting of the Council is to take place at 2.00 pm on Tuesday 23 June 2020 by video conference.



Sandra Campbell
Convener

AGENDA
PUBLIC SESSION

	Report no
1. Apologies for absence	
2. Declarations of interest	
3. COVID-19 Impact Report	37/2020
4. Emergency Placement Scheme	38/2020
5. Date of next meeting – 20 August 2020	

Title of report	COVID-19 Impact Report
Public/confidential	Public
Action	For endorsement
Summary/purpose of report	This report outlines the changes the SSSC have implemented due to COVID-19, future considerations, financial impact, our recovery process and how we will use lessons learned for future planning.
Recommendations	The Council is asked to: 1. endorse actions outlined in this paper.
Author	Laura Shepherd Director of Strategy and Performance
Responsible Officer	Lorraine Gray Chief Executive Tel: 01382 721945
Link to Strategic Plan	The information in this report links to: Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise. Outcome 2: The SSSC supports and enhances the development of the regulated workforce to deliver high standards of practice and drive improvement. Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.
Link to the Risk Register	Risk 1: We fail to ensure that our system of regulation meets the needs of people who use services and workers. Risk 2: We fail to ensure that our workforce development function supports the workforce and employers to achieve the right standards and qualifications to gain and maintain registration.

	<p>Risk 3: We fail to meet corporate governance, external scrutiny and legal obligations.</p> <p>Risk 4: We fail to plan and resource our activities to deliver our digital strategy.</p> <p>Risk 5: We fail to provide value to our stakeholders and demonstrate our impact.</p> <p>Risk 6: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes.</p> <p>Risk 7: The SSSC fail to secure sufficient budget resources to fulfil the financial plans required to deliver the strategic plan.</p> <p>Risk 8: The current Business Continuity Plan in place, is not up to date, for the SSSC.</p> <p>Risk 9: The SSSC is unable to operate due to effects of global pandemic COVID-19.</p>
Equality Impact Assessment (EIA)	<p>1. An EIA was not developed</p> <p>The activities covered in this report have had EIA completed where appropriate:</p> <ul style="list-style-type: none"> • COVID-19 Regulatory Changes (Incorporating Outcome 1 changes) • postgraduate bursary hardship fund • paperless hearings • recruitment portal in response to COVID-19 • suspension of Student Social Worker Placements • SSSC staff working from home.
Documents attached	<p>Appendix 1: Finance</p> <p>Appendix 2: Recovery Plan tables</p>
Background papers	None

1. INTRODUCTION

- 1.1 The following report provides an outline of the impact of COVID-19 on the activities of the SSSC up to June 2020.
- 1.2 In April 2020 the SSSC set out three new strategic outcomes. As we move through the next few months, we will monitor the impact of COVID-19 on these. The outcomes are:
- People who use services are protected by ensuring the regulated workforce is fit to practise.
 - The SSSC supports and enhances the development of the regulated workforce to deliver high standards of practice and drive improvement.
 - Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.
- 1.3 The impact of COVID-19 on the business is still in the very early stages. The Executive Management Team (EMT) will use the assurance reporting process to monitor the completion, progress and non-achievement of objectives for the business throughout the year. Members are advised that this position is fluid and will likely change as the year progresses.
- 1.4 The Scottish Government is yet to set the direction of travel for the social care sector, post COVID-19. There is a proposed review of social care, focus on fair work skills investment and enhancing careers in care and regulation of the workforce. For children and young people policy this will move towards integration of enhanced family support with Getting it Right for Every Child (GIRFEC) models. We expect further reform to the delivery of social care, especially care home provision. We are exploring the impact this will have on SSSC activities.
- 1.5 The financial implications of COVID-19 are outlined in section 5 of this report, although this is an evolving position, which is being closely monitored.

2. THE IMPACT OF COVID-19 ON OUR STRATEGIC OUTCOMES

Outcome 1 - People who use services are protected by ensuring the regulated workforce is fit to practise.

Changes undertaken and how we are managing these.

- 2.1 We made changes to our regulatory approach to maximise the number of people in the workforce and enable them to have the capacity to respond to the pandemic whilst continuing to protect people who use services.

- 2.2 Legislation was implemented creating a temporary Social Work Register to increase capacity in this workforce. Eligibility is open to Social Workers who left the Register in the last five years and final year social work students. Of the 2804 eligible people we contacted, 280 are registered. Seven have been employed by local authorities. The low take-up is reflective of the sector managing services with existing staff. However, the impact of testing and release of lockdown may mean there is a future need for this group. The Register will remain in place until Scottish Government legislate its closure.
- 2.3 The legislation which sets the grace period within which new workers must register with the SSSC was increased from six months to twelve months, enabling the workforce and employers to concentrate on responding to the pandemic without requiring to register or pay application fees. Our experience is that employers are continuing to carry out their normal recruitment process, including Disclosure Scotland checks for new staff. In April and May we expected to receive 7022 applications for registration and received 5555, a shortfall of 28%. Over half of the shortfall comes from the early years workforce and reflects the impact of COVID-19 on that sector. We must analyse further but early indicators are that most people are applying for registration when starting a new role. The extended grace period will remain in place until Scottish Government legislate its reversion.
- 2.4 We contacted 699 non-frontline Social Workers to ask if they would consider being redeployed to work in frontline service with 112 people expressing interest and confirming they were sufficiently competent. As with Temporary Social Workers, very few have been redeployed as the sector has managed to meet capacity with existing staff.
- 2.5 We paused sampling of Post Registration Training and Learning (PRTL) to allow the workforce to concentrate on delivering care. All Social Workers in their first year of practice have to submit PRTL and all but one has continued to do so. When sampling is reinstated, our communication with the sector will emphasise the importance of completing PRTL.
- 2.6 We facilitated a Social Care Recruitment Hub with NHS Education Scotland (NES) to match people returning to work in social care with employers. We contacted 50,860 social care workers previously registered with us and carried out pre-employment checks on those who expressed interest. Of the 3000 people who applied, 2000 people have withdrawn their interest, employers are considering 207 and 33 have been employed by the service. Scottish Government is carrying out a review of the Hub which we are contributing to.
- 2.7 We made the decision to only investigate high risk fitness to practise referrals so that the sector could concentrate on responding to pandemic. We considered the public protection risks carefully. We balanced the risk to service users if employers and staff were diverted from planning and delivering care to responding to our requests for interviews and documents, with the risk to service users if we paused our investigations. We requested that, as a minimum, employers should refer all serious cases which have the potential to result in Temporary Suspension Orders.

Referrals have reduced from a projected 662 to 387 over April and May, a shortfall of 42%. This reflects not only the change to our referral criteria, but the effect of the pandemic on the workforce and society.

- 2.8 All Temporary Order Hearings have continued successfully using Microsoft Teams to facilitate remote hearings. Early suggestions are that engagement has increased and we will undertake work to monitor what this means for remote attendance in the future. We have started expanding use of Microsoft Teams to more straightforward Impairment Hearings.
- 2.9 Services expend resources responding to the media interest generated by our outcomes, and we chose to limit the fitness to practise information we publish during this period. We publish the outcome, which meets our public protection requirements, but do not publish the full details. At the appropriate point in recovery we will publish all the details.
- 2.10 We decided not to remove people from the Register for non-payment of fees or failing to submit a renewal to maintain the registered workforce during this period and to recognise the financial challenge some of our workforce may be experiencing. We are going to start contacting people who have not paid their fee to find out if they are still working in the sector, if not we will remove them. Of the £811k fees invoiced since we implemented this, £246k is now overdue. An allowance has already been made in the budget for 7.5% of registrants not renewing (£337k); if 10% of registrants didn't renew (£450k) there would be a budget shortfall of £113k. The projection has not been adjusted at this time until further work has been done to clarify the number of people working in the sector and those who have not paid their fee.
- 2.11 In the quarter to 30 June 2020 we received around 28% fewer applications than is normal for this period, equating to a shortfall of £75k to date and £176k extrapolated for the financial year. Over half of the shortfall comes from the early years workforce and reflects the impact of COVID-19 on that sector. It is possible that the workforce as a whole will shrink in this financial year. We have more analysis to carry out and will know more as we move through the phases of the Scottish Government's Routemap and the sector reinstates full service delivery, and as we start encouraging people who are not registered to apply.

Considerations for future

- 2.12 The SSSC has spent nearly 20 years establishing the social service workforce as a regulated profession. The pandemic is likely to affect both the sector and our staff capacity for a lengthy period. Cautious steps must be taken so as not to undermine the importance of regulation to the sector or undermine the confidence that service users and the public have in us as a regulator.
- 2.13 The required registration date for support workers in care at home and housing support is 1 October 2020. We estimate there are 2000 people still to register in this workforce. The date has not changed and the Coalition of Care and Support Providers (CCPS) has asked that we start

communications to the sector highlighting the requirement to submit applications.

- 2.14 We are bringing forward a planned piece of work to examine our fitness to practise referral criteria, learning from the steps we have taken over the last three months, and intend bringing a report to August Council with proposals around amending the criteria. Only 12% of our cases end with a formal sanction, so we currently receive many cases which do not require regulatory intervention. If we could reduce those referrals it would be beneficial to the sector and enable us to improve our service.
- 2.15 Phase three of the Scottish Government Routemap is when the sector will start to move into a more normal state and schooling will resume. While there is no date fixed, this is the phase which fits with reversing the steps we have taken and bringing our key regulatory work back onto a normal footing. We are discussing with Scottish Government and will discuss the plans with our wider stakeholders.

Positive outcomes

- 2.16 The move to remote hearings has been very successful and if it does lead to an increase in engagement is a method we will continue to use.
- 2.17 The steps taken to increase capacity in the sector, such as the Temporary Social Work Register and Recruitment Hub have not been required, which highlights the success in the sector's response.

Outcome 2 - The SSSC supports and enhances the development of the regulated workforce to deliver high standards of practice and drive improvement.

Changes undertaken and how we are managing these.

- 2.18 We suspended social work student practice placements on 20 March 2020. We have worked closely with the Higher Education Institutes (HEIs) and employers to agree alternative methods of assessment and contingency arrangements to support final year students to qualify in the summer of 2020 and join the workforce. We are also working with universities and employers to prioritise and plan for final year students who are due to complete their degree and qualify in academic year 2020/21. Several university programmes are planning a delay of new student intake until October 2020 and will deliver the first semester online. There are also financial sustainability issues for some university programmes which may impact on the future supply of Social Workers into the workforce. The Social Work Education Partnership is closely monitoring this situation.
- 2.19 The Social Work Education Partnership is modelling the supply and demand of social work numbers required to enter the workforce over the next five years. This work is being led by the SSSC workforce planning team. There are currently 1955 social work students registered with the SSSC and approximately 25% of that number are final year students. University programmes are reporting that the majority of final year students who are expected to graduate in the summer of 2020 have

completed or are on course to complete their degree and enter the workforce. The SSSC is also monitoring the number of applications to the social work degree programmes in Scotland, early indications suggest that demand for places is greater than the number of places available.

- 2.20 Due to limited employer capacity and COVID-19 restrictions the implementation of the Newly Qualified Social Worker (NQSW) mandatory and assessed first year in practice has been delayed. The original implementation date was planned for September 2020. We are in discussions with the Office of the Chief Social Work Adviser (OSCWA), COSLA and Social Work Scotland regarding costed options from the business case and evaluation of the NQSW pilot project which was completed in January 2020. The new implementation date is likely to be early 2021 and will be introduced in a phased approach. A communication will be issued to employers and students setting out the new timeline for implementing this, once a decision with Scottish Government and COSLA has been reached on the preferred option.
- 2.21 We have deferred the joint improvement learning programme Scottish Collaboration Improvement Leadership programme (SCIL) delivered in partnership with NES. The delivery of the SCIL quality improvement training cohorts has been deferred to October 2020 and January 2021. There are no financial or workforce implications relating to this decision.
- 2.22 Under the regulatory changes the SSSC made in March we extended qualification conditions for registrants to allow them an additional 12 months to gain their qualification. Work is underway to understand the impact of this decision and the unintended consequences on the SSSC strategic performance measure 'percentage of registrants achieving their qualification' within the original agreed timescale.
- 2.23 We have extended the schedule for organisations to report on use of Voluntary Sector Development Fund (VSDF). We have agreed this approach with Scottish Government and with Coalition of Care and Support Providers in Scotland (CCPS). This fund provides additional financial support to the voluntary sector workforce to undertake qualifications required for registration with the SSSC. We are in discussions with Scottish Government about the extension of this fund based on the acute cost pressures in the voluntary sector and the short-term funding and commissioning models within the sector.
- 2.24 As part of this work we will also consider the impact of decisions taken by national bodies such as Scottish Qualifications Authority (SQA) in extending timescales for the completion of vocational awards to allow time for the completion of SVQs for those who have had to suspend their studies.

Considerations for future

- 2.25 Several Scottish Government led policy programmes are currently on hold and programme deliverables have either been deferred or redefined in light of COVID-19. This includes the reform of adult care, the national workforce plan, the Independent Care Review and the National Health and

Social Care Digital Strategy. The areas of work led by the SSSC as a business partner and timescales are currently being reviewed in partnership with Scottish Government, COSLA and NES.

- 2.26 The COVID-19 Children and Families Collective Leadership Group has reviewed the Scottish Government Routemap throughout the crisis in relation to services for children as part of the commitment to GIRFEC. This includes guidance for employers and the workforce on physical distancing testing and health and safety issues of delivering family support and child protection services. The leadership group is also developing guidance and support to the workforce in dealing with trauma and supporting their health and wellbeing. The SSSC is a member of the multi-agency children's leadership group and is contributing to supporting the development of the guidance and implementing the recommendations of the group.
- 2.27 The SSSC is part of the UK Skills for Care and Development Partnership, and the Sector Skills Council for social service workers in Scotland. As a result of the pandemic we are reviewing with our UK partners whether the current National Occupational Standards (NOS), which underpin qualifications for registration with the SSSC, continue to meet the needs of employers and the workforce post COVID-19. Central to these discussions is the role of digital technology as an enabler to the learning and development of the workforce and policy changes relating to health and social care integration and children and young people such as GIRFEC.
- 2.28 Social care has had a lot of positive coverage in the media during this public health crisis resulting in a better understanding by the public of its role and contribution. As a result of this the Skills for Care and Development Partnership is developing a proposal to deliver a UK-wide communications campaign to promote the positive contribution social care makes to society and the economy.

Positive outcomes

- 2.29 The SSSC published guidance for SVQ assessment centres in May to support SVQ and HNC candidates and assessors impacted by the COVID-19 pandemic. This supports individuals to achieve their qualifications and enter the workforce using revised and flexible assessment criteria such as digital technology and expert witness statements. We will evaluate the impact of these changes in partnership with SQA and Skills Development Scotland (SDS) to inform future improvements to the assessment criteria and quality assurance process of qualifications required for registration with the SSSC. We are also working with the college sector on how our digital learning team works with them to support digital learning and the development of online curriculums and teaching programmes.
- 2.30 A hardship fund was established for post graduate social work students experiencing financial hardship as a result of the pandemic. Scottish Government has agreed that we can use £129k carry forward from the 2019-20 financial year and to date we have awarded £59k to 40 applicants. It is projected that we will award the full £129k in 2020-21. We are working with HEIs and the Scottish Government to model the

impact of post graduate bursaries and practice learning fees if there are delays in programmes commencing, and individuals undertaking repeat placements.

- 2.31 In partnership with NES, the SSSC has published guidance to support employers with core training for redeployed workers, temporary workers and volunteers.
- 2.32 COVID-19 learning and development resources have been developed to support the sector including, guidance for returning and redeployed social workers, infection control, staff wellbeing and death, dying and bereavement.
- 2.33 We are currently evaluating these resources to determine the impact and benefits for new registrants and those undertaking qualifications and continuous professional learning. This includes the development of a national induction and learning programme for social care staff and staff working in integrated teams.

Outcome 3 - Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.

Changes undertaken and how we are managing these

- 2.34 The SSSC published provisional workforce data on 18 May 2020 to support Scottish Government with COVID-19 workforce planning. The data includes headcount and whole-time equivalent data on practising Social Workers by local authority and headcount data on all registered care services at the level of individual service including, type of service and type of employer. We continue to monitor the delivery of the SSSC's commitments under the National Health and Social Care Integrated Workforce Plan and the outputs of this work will be reported to the Audit and Assurance Committee as part of our new strategic measures.
- 2.35 On 20 May 2020 the Scottish Parliament passed the Coronavirus Scotland (no 2) Act. The Act came into force on 27 May 2020. We have discussed the legislation with the Care Inspectorate in relation to their role in emergency interventions in care home settings and the laying of inspection reports to parliament. Where inspection reports highlight significant staffing and leadership issues, we will work in partnership with the Care Inspectorate and employers in supporting improvement activity. We are reviewing our partnership agreement and information sharing arrangements between the two organisations to ensure it is fully reflective of the requirements of the new legislation and our statutory duties.
- 2.36 The SSSC and Care Inspectorate continue to support employers and provide assurance to Scottish Government on staffing levels in care services through the Care Inspectorate service notification system (Red – Amber - Green (RAG) system) and the SSSC recruitment hub. The development of joint systems has enabled the two organisations to develop an intelligence led approach to the management of risk in relation to staffing levels and redeployment of staffing resources to services with

the greatest need. Work is underway to review intelligence and information sharing arrangements and joint improvement indicators in relation to risk and thematic feedback from inspections. A joint development session will be held in the autumn to update Council on progress.

Considerations for future

- 2.37 We have provided feedback on the refreshed Integrated Joint Health and Social Care National Workforce Plan and the SSSC and we will continue to support the delivery of the social care element of the plan in partnership with OCSWA and COSLA. The public health crisis has highlighted challenges in the social care system including parity with health skills investment, recruitment creating a sustainable workforce and terms and conditions.
- 2.38 The Cabinet Secretary for Health has indicated there will be a review of the social care system in Scotland. This will have potential implications for the social care workforce in relation to terms and conditions, skills investment and the regulation of the workforce. The detail and scope of the review has yet to be finalised. The SSSC as the regulator and lead for workforce development for the social care workforce in Scotland will have a key role in informing the review and supporting the delivery of the review's recommendations.
- 2.39 The SSSC workforce data on the profile and skills of the social services sector will be critical to inform policy decisions in relation to changes to the social care model in Scotland and investment in the workforce.
- 2.40 The economic value of the adult social care workforce in Scotland report published in June 2018 will provide a further evidence and insight into any future review. The report sets out the estimated gross value of the adult social care services in Scotland and comparisons with the other three countries of the United Kingdom.

3. IMPACT ON OTHER AREAS OF WORK

- 3.1 We have implemented an interim communication strategy, instead of a full three years, to provide a framework to build on the positive response to COVID-19 by the SSSC and the national social care sector. Department activity is heavily focused on the continued support to the COVID-19 response and recovery planning. We will review the impact of our communications activities within our equality impact assessment framework.
- 3.2 Digital Services mobilised 100% home working within 24 hours of the 16 March 2020 announcement. We coordinated the collection and delivery of all IT equipment and furniture to staff homes to mobilise home working. Our recovery plan will detail how we intend to return to office-based working when future phases of recovery allow.

- 3.3 We propose delaying the development of the 2020/2023 Digital Strategy until 2021 because we are unable to undertake the meaningful stakeholder engagement currently. Engagement is key to strategy development and as set out to the Digital Sponsor Group on 8 June 2020. The sector does not have the capacity to undertake meaningful engagement while committed to the COVID-19 response.
- 3.4 Equality Impact Assessments were conducted for the following changes:
- COVID-19 Regulatory Changes (Incorporating Outcome 1 changes)
 - post graduate bursary hardship fund
 - paperless hearings
 - recruitment portal in response to COVID-19
 - suspension of Student Social Worker Placements
 - SSSC staff working from home.

4. IMPROVEMENTS AND LESSONS LEARNED

- 4.1 We will conduct a COVID-19 debrief by undertaking specific debrief surveying and including questions in planned surveys.
- 4.2 Some of the positive outcomes already highlighted have been identified in staff wellbeing and recovery surveys. These identified areas staff value and would like us to consider developing or adopting permanently. These include:
- enhanced flexible working and homeworking opportunities
 - paperless processes
 - online meetings
 - EMT broadcasts.
- 4.3 To help the SSSC to learn from this experience, we will engage with our staff and stakeholders to inform our next steps. We will do this by:
- staff - an internal debrief that captures corporate learning
 - stakeholders - as part of August 2020 annual customer survey, we will include questions to understand how we supported the sector and what we could have done better.
- 4.4 The learning from COVID-19 will inform our recovery plan. The recovery plan actions will migrate into 2021/22 business plan objectives and become part of business as usual.

5. FINANCIAL IMPACT

- 5.1 The budget shown at appendix 1 was approved by Council on 24 March 2020. Since then expenditure has increased by £129k to provide for Hardship Funding, as detailed in paragraph 2.30 of Outcome 2 above.
- 5.2 There is a projected underspend of £234k as at 30 May 2020, as shown in appendix 1. This is primarily due to delays in planned digital developments

and associated research; costs not being incurred due to not being in the office and not operating business as usual due to COVID-19 in relation to administration, travel and subsistence, strategic communications and learning and development.

- 5.3 There is a budget of £5.965m for income in relation to registration fees. While we are still forecasting that this budget will be met, the risks at paragraphs 2.10 and 2.11 should be noted. Additional work is needed before we have a clear picture of the impact of regulatory changes and COVID-19 on the sector.
- 5.4 Further analysis is still required as managers do not necessarily know the medium/long term impact of COVID-19 at this stage although it is anticipated that areas such as training, NQSW assessed first year in practice and practice learning fees could be affected. We are working through the potential financial impact of the Job Evaluation and Grading Structure exercise and this is therefore not reflected in projections. We will closely monitor the position and provide an update in the budget monitoring position as new information emerges during the year.

6. RECOVERY PLANS

- 6.1 Early in the pandemic response the SSSC established a Recovery Response Group. Recovery can be defined as *rebuilding, restoring* and *rehabilitating* following an emergency. Our recovery aims are to:
- maintain business continuity
 - adapt to stakeholders changing needs
 - support staff wellbeing
 - assess and refine to improve what we do as a result of COVID-19.
- 6.2 Our recovery plans focus in four areas:
- people - our staff
 - infrastructure – our equipment and buildings
 - economy – our budget
 - environment – our environment and what we deliver.
- 6.3 Where possible, indicative timescales are provided. Many activities are dependent on:
- Scottish Government Routemap phases
 - changes to legislation or issuing of government advice.
- 6.4 Our recovery plan is attached at appendix 2. It is a live document which we will update to reflect changing needs as the pandemic evolves.
- 6.5 When appropriate, the recovery plan actions will migrate into 2021/22 business plan objectives and become part of business as usual.

6.6 We manage our response and recovery through:

- Operational COVID-19 response and recovery group
- Strategic COVID-19 response and recovery group.

7. RISK IMPLICATIONS

7.1 In April 2020, EMT and Council agreed to add a separate risk to the strategic risk register as follows:

Risk 9: The SSSC is unable to operate due to effects of global pandemic COVID-19.

8. LEGAL IMPLICATIONS

8.1 There are changes set out in the Coronavirus legislation that are a requirement for the SSSC to enact. The result of these legislative changes is articulated in the overview above.

9. STAKEHOLDER ENGAGEMENT

9.1 We have involved all departments and staff in decision making over this period. The EMT and Operational Management Team are regularly communicating all decisions and asking for input when required.

9.2 We are working very closely with all our external partners. Senior staff are involved in several national planning and response groups.

9.3 The changes to our regulations and development and innovation activities have involved our stakeholders and the views expressed by our stakeholders at an early stage in our change planning. We are planning to do more formalised stakeholder feedback over the coming months by utilising the existing national groups we service and are involved with and also by asking our registrants about the support they received from the SSSC during this crisis.

10. IMPACT ON PEOPLE USING SOCIAL SERVICES AND CARERS

10.1 All the work we are doing at this time and decisions made is to ensure the protection and the delivery of services to people who use services and carers.

11. CONCLUSION

11.1 The SSSC has responded to the various external and internal requirements placed on it by the COVID-19 response. It is recognised that huge efforts have gone into ensuring our own staff and the sector workforce have the resources needed to support them during this time. It

is still very early in the recovery process for clear decision making on the exact actions required. This paper is providing a current state analysis which is subject to change.

- 11.2 We are on target to achieve our strategic outcomes for 2020-2023, but this is subject to ongoing review. Any significant changes to this position will be brought back to Council later in the year.

Core Operating Budget	Approved budget 2020/21 £000	Revised budget for monitoring purposes 2020/21 £000	30 May 2020 Proj. yr end position at 2020/21 £000	Projected annual variance 2020/21 £000
Staff costs	12,674	12,674	12,667	(7)
Accommodation costs	770	770	770	0
Administration costs	1,499	1,499	1,396	(103)
Travel costs	171	171	131	(40)
Supplies & services	2,462	2,462	2,378	(84)
Third party payments	13	13	13	0
Postgraduate bursaries	2,655	2,784	2,784	0
Practice learning costs	2,352	2,352	2,352	0
Gross expenditure - core operating budget	22,596	22,725	22,491	(234)
Government grants	(13,372)	(13,372)	(13,372)	0
Practice learning fee income	(2,352)	(2,352)	(2,352)	0
Registration fees	(5,965)	(5,965)	(5,965)	0
Other income	(268)	(268)	(268)	0
Total income	(21,957)	(21,957)	(21,957)	0
Net expenditure* - core operating budget	639	768	534	(234)

*Net expenditure to be funded from General Reserve

Recovery Plan

People	
We have taken the following action to support recovery	
<ul style="list-style-type: none"> • Monitored the effect of coronavirus on staff daily. • Communicated with staff regularly. • Asked staff to tell us about their wellbeing, equipment and communication needs and suggestions for future working. • Relaxed policies to support staff to do what they can at work, while balancing caring and other coronavirus effects. • Promoted employee assistance programme resources. • Developed resources such as bereavement and death in service guidance and the director hardship fund. • Developed a home working induction. • Maintained recruitment and extended temporary contracts. 	
What next	By when
Develop and promote wellbeing resources	Ongoing
Staff surveying and debriefing	Quarterly
Review homeworking and flexible working	Phase 4 – awaiting Scot Gov guidance to inform
Validate HR payroll for period - fit notes etc	March 2021
Develop reorientation and reinduction for returning staff	Phase 4
Review any roles changed as a result of coronavirus	Phase 4

Infrastructure	
We have taken the following action to support recovery	
<ul style="list-style-type: none"> • Ensured staff have the equipment, secure access to applications and support they need to work from home. • Facilitated safe access to the office where required. • Configured and rolling out multifactor authentication. 	
What next	By when
Enhance cyber security practices for off-site working	Sept 2020
Prepare for Compass House and Quadrant House for social distanced use - risk assessments and procedures	July 2020 (subject to Scot Gov guidelines)
Audit ICT equipment and return to office where appropriate	Phase 4
Review ICT and office equipment requirement and offering	Dependency - homeworking review
Review of office space requirements	Phase 4 – Lease end date April 2023
Review all IT Services to facilitate better management of off-site devices	Sept 2020

Economy	
We have taken the following action to support recovery	
<ul style="list-style-type: none"> • Reviewed budget reviewed to identify Covid-19 impact on projections. • Calculated potential fee impact - not chasing payments, waiving charges. • Implemented a postgraduate bursary hardship fund. • Developed a financial position paper to inform fee recovery policy. 	
What next	By when
Develop Financial Strategy the Fees Policy (COVID suspension fee recovery).	June 2020
Review budget to identify COVID-19 impact on projections.	Monthly from July 2020
Model impact of suspension of practice placements on postgraduate bursaries.	Monthly from July 2020
Model impact of suspension of practice placements on practice learning fees.	Monthly from July 2020
Review FtP and Hearings resourcing model backlog to determine staffing requirements.	Monthly from July 2020
Review impact and continued need for postgraduate student hardship fund.	July 2020
Financial scenario planning	March 2021 (Then annual)

Environment	
We have taken the following action to support recovery	
<ul style="list-style-type: none"> • Worked closely with Scot Gov and other partners to provide a coordinated COVID-19 response. • Developed resources and initiatives, such as the recruitment portal to support the COVID-19 response. • Provided additional external communications and published a refocused interim Communications Strategy. • Reviewed 2020 - 2021 business plans. 	
What next	By when
SSSC - Work with Sponsor and other regulators to inform how we continue to support the sector and deliver strategic outcomes.	Phase 4
SSSC – Consider adopting processes introduced by necessity during coronavirus - paperless/virtual.	Sept 2020
Development & Innovation (D&I) - Reinstate suspended or delayed learning and workforce development activities.	July 2020
D&I - Re-establish attendance at national working groups to progress workstreams.	July 2020
D&I - Work with Scot Gov to inform national policies such as (Early Learning and Childcare expansion, Adult Social Care Review, National H&SC Integrated Workforce Plan, Safer Staffing legislation)	July 2020
Regulation - Reinstate suspended or delayed activities.	During Phase 2 and Phase 3
Regulation - Remove temporary social work register.	Legislation dependency
Regulation - Delete NES/Hub portal data.	Tbc
Regulation - Review and implement Fitness to Practise Thresholds Policy.	Sept 2020
Strategy & Performance (S&P)– Revert information governance procedures in line with legislation.	Legislation dependency
S&P - Promote improvement methodologies to support departmental process review.	August 2020
S&P - Review and complete annual customer survey with COVID-19 considerations.	August 2020

Title of report	Emergency Placement Scheme
Public/confidential	Public
Action	For decision
Summary/purpose of report	To provide Members with information about the request from Scottish Government that the SSSC, if required, administer an emergency placement scheme
Recommendations	<p>The Council is asked to approve the SSSC administration of the scheme, subject to clarification from Scottish Government as to:</p> <ol style="list-style-type: none"> 1. local authority authorisation 2. certification requirements.
Author and Responsible Officer	<p>Maree Allison Director of Regulation Tel: 01382 721865</p>
Link to Strategic Plan	<p>The information in this report links to:</p> <p>Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise.</p> <p>Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.</p>
Link to the Risk Register	<p>Risk 1: We fail to ensure that our system of regulation meets the needs of people who use services and workers.</p> <p>Risk 5: We fail to provide value to our stakeholders and demonstrate our impact.</p>
Equality Impact Assessment (EIA)	An EIA was developed..
Documents attached	None
Background papers	None

1. INTRODUCTION

- 1.1 The Coronavirus Act 2020 establishes provision for an emergency volunteer scheme. This scheme, if implemented, is a mechanism for skilled volunteers to work in health and social care settings for a specific period of time and receive payment from the Government.
- 1.2 At present Scottish Government think it unlikely that the scheme will be activated. However Scottish Government have asked us to prepare to establish and operate the social care side of the scheme in the event they decide it is necessary.

2. OPERATION OF THE SCHEME

- 2.1 The premise of the scheme is that people with relevant skills, such as those working in the airline industry with first aid training, arrange a placement directly with a care service for a set period of time. The volunteer registers the placement. The care service certifies they have agreed the placement and are satisfied that the placement meets set criteria. Finally, a local authority authorises the placement. A certificate is issued to the volunteer which they use to inform their employer of the placement, and to receive the payment.
- 2.2 Our role in the scheme would be to provide an online platform to administer the process to the point of issuing certification to the volunteer.

3. CHALLENGES FOR SSSC

- 3.1 Our existing registration system already provides a platform which we could easily adapt to administer the scheme. It has an accessible portal in MySSSC. All social care services are contained within our system, and key personnel in each care service already access the system. We have used our system for the recruitment hub and would be able to adapt it to provide this service.
- 3.2 We have highlighted to Scottish Government that there are two main challenges:
 - Local authority authorisation process
Our system does not link individual care services with local authorities. Linking every care service to a local authority would be a resource-intensive piece of work with many complexities, with the potential that it would require the expertise of our external system developers. Scottish Government are looking at ways to resolve this.
 - Issuing a Certificate
We need to understand what information or technical requirements the body that will administer payments need from the certificate. It is possible that we either cannot provide the necessary certification or

would have to incur development costs to do so. Scottish Government are following this up.

4. RESOURCE IMPLICATIONS

- 4.1 Unless there are development requirements as a result of the points highlighted at paragraph 3.2, we do not anticipate any financial implications. The Systems Development Team can complete the development in-house.
- 4.2 The system as proposed would largely operate automatically. We anticipate staff time would be involved in answering queries and facilitating the smooth-running of the scheme. From our experience with the recruitment portal we do not anticipate that it would impede delivery of our core functions.

5. LEGAL IMPLICATIONS

- 5.1 This is an extension of the recruitment hub work. If approved by Members we will request that Scottish Government issue a letter to supplement their letter of 14 April 2020 to cover this work before they activate the scheme.
- 5.2 There will be data protection implications regarding the processing of volunteer data. The Legal and Corporate Governance Department will ensure we are compliant with our legal obligations in relation to this.

6. STAKEHOLDER ENGAGEMENT

- 6.1 We have not carried out any stakeholder engagement. We have advised Scottish Government that our experience with the recruitment hub indicates there is unlikely to be either a large pool of volunteers or high demand for this scheme.

7. IMPACT ON PEOPLE USING SOCIAL SERVICES AND CARERS

- 7.1 The purpose of the scheme is to expand the support available for people using services. If we implement the scheme it is unlikely that it will affect our ability to deliver our core functions.

8. CONCLUSION

- 8.1 Council are asked to grant approval in principle for the SSSC to administer the Emergency Placement Scheme for social care in Scotland, if implemented by Scottish Government. This approval being subject to satisfactory resolution of the two outstanding matters identified at paragraph 3.2.
- 8.2 If there are development costs, or any other significant challenges arising out of the matters at 3.2 we will revert to Members with the details of the costs and provide Members with an opportunity to consider of new.