

## **Care Inspectorate Staffing Method Consultation – September 2023**

### **1. Is the staffing method framework easy to understand?**

Yes

No

### **2. Please use the box below for feedback on whether or not the staffing method is easy to understand?**

The Staffing Method Framework is easy to understand because it incorporates existing and therefore known approaches to staffing, and because of its continuous process incorporating easily understood principles.

### **3. Is there anything that would make the staffing method framework even better?**

While the staffing method framework is easy to understand there are limitations that will affect its efficiency for each service provider. Across several sectors there are critical issues with recruitment and retention, and this is especially true for social care. On one hand the staffing method framework will help the service provider to identify the right people for the needs of their service users. However, and critically, without enough staff the service provider is unable to effectively utilise this framework. The issue of how to address staff vacancies is not covered in the Framework at all.

The Framework also does not cover the wider policy context which affects workload and workforce planning, recruitment and retention. It would be helpful to put in place mechanism for influence at local and national level.

### **4. Is there anything that should be removed from the staffing method framework?**

Under the section on environment and local context. Re the sentence, “Local considerations such as access to professionals and commissioning process are known...”. This is not always possible in all HSCPs where decision-making is not done in collaboration with providers.

### **5. Do you agree that the Care Inspectorate needs to develop a staffing method for use across all adult and older people’s care homes in Scotland?**

Yes

No

### **6. Is there any further information you would like to tell us about the staffing method framework?**

As stated in question 3 the staffing method framework is helpful for organisations; however, improvements in context are still required. Critical and low staffing issues within the sector will limit the effectiveness of the framework. Therefore, it is imperative that this work needs to sit within the context of wider commissioning and procurement, as well as workload and workforce planning, recruitment and retention policies, across the local and national landscape. This should include remedying why people are leaving the sector or are reluctant to enter.

The future development of tools mentioned in the Framework should be able to interact with existing software that a provider may use to reduce bureaucracy and duplication. The data system must be open source to allow for both the uploading, interpretation and downloading of data, and sharing safely within agreed partners determined by an ethical data strategy.

There should also be a process for support and mitigation which sits alongside this work, recognising that workforce planning is a cross-system-system endeavour. A culture of support should be created for staff and providers to be able to voice and escalate their concerns of safe staffing.

For example, should the tool inform the commissioner of low staffing levels in real time with auto alerts set to tolerance levels, the commissioning body should work with the provider, involving other relevant organisations as appropriate to support and rectify this through appropriate workforce planning and policy. This includes analysis of and updating policy, commissioning and procurement decisions to create the conditions for safe recruitment and retention. This rigour should also apply to national policy-making bodies such as the Scottish Government to ensure that no decision has an unintended consequence for recruitment and retention.

## **7. Would you use the staffing method framework to support you with workforce planning?**

Yes

No