Ashford and St. Peter's Hospitals
NHS Foundation Trust

COUNCIL OF GOVERNORS			
Date of meeting	2 July 2025	**Agenda Item**	8.1
Author(s)	Jo Fanning, Chief People Officer	**Confidential**	NO
Exec Sponsor	-	**Date submitted**	25 June 2025
Title of paper	Safe Staffing and Temporary/Agency Workforce Controls		
Presented by	Jane Dale, Chair of People Committee and Jo Fanning, Chief People Officer		

Committee(s) where paper has been discussed previously and outcome of discussion:

Strategic Objective(s)									
Quality of Care		**People**	x	**Modern Healthcare**		**Digital**		**Collaborate**	

Executive Summary
The attached presentation is shared to respond to queries Governors have raised in relation to safe staffing, temporary staffing controls and quality safety impact assessments.

Recommendation	For: Decision ☐ Discussion ☐ Information ☐

Key issues: State impact/implications and mitigation (detailed info should be in the report)	
Quality, safety & patient impact	
Employee	
Other stakeholder(s)	
Equality, diversity & inclusion	
Finance	
Legal	

Risk(s) Identified (include link to Corporate Risk Register / Strategic (Board Assurance Framework) Risks:

Safe Staffing and Temporary/Agency Workforce Controls

Jane Dale (Chair of People Committee) and Jo Fanning
(Chief People Officer)

Safe Staffing

- Safe staffing policy in place for nursing and midwifery
- Bi-annual safer staffing paper presented to Trust Board in June 2025 detailing:
  - Tools used to set safer staffing levels in nursing and midwifery
  - Monthly planned and actual staffing is published on Trust website and submitted to NHSE
  - Safer staffing exception report reviewed by the Quality of Care committee
  - Bi-annual review process undertaken using data from Shelford Safer Nursing Care Tool (SCNT), safety metrics, feedback, rota management and professional judgement
  - Bi-annual maternity safe staffing paper also presented to Trust Board in June 2025
- Work underway to review options for safer staffing for therapists as no tool available
- Medical rosters developed in line with activity, demand and medical contracts
- Guardian of Safe working provides oversight of Resident doctor working hours with quarterly reports to Trust Board

Temporary Staffing controls

- Temporary staffing policy in place
- Clear process and authorisation levels for using temporary staff to fill gaps in roster
- Long line bookings or temporary staffing requests for non rostered areas go through Divisional workforce control panels and Executive workforce control panel for scrutiny/approval
- Divisional workforce control panels made up of Divisional triumvirates, Finance and HR Business Partners provide initial oversight and scrutiny of vacancy requests, temporary staffing bookings (long line bookings and non rostered staff) and staff changes with financial impact
- Executive workforce control panel chaired by Chief People Officer with Chief Medical Officer, Chief Nursing Officer, Chief Operating Officer and Chief Finance Officer to consider Divisional requests from Divisional panels

Quality Safety Impact Assessments

- **Quality Safety Impact Assessments to be completed for any Cost Improvement programmes, including planned reductions in temporary staffing**
- **New policy and process developed by Chief Medical Officer, signed off by Trust Executive Board**
- **Weekly panels chaired by Chief Medical Officer**
- **Decision taken at panel around frequency of review of impact**

Questions