

**Board Of Directors
Report Summary**

Date of meeting: 6th November 2025	
Title of Document: Nursing and Midwifery six monthly Skill Mix Review	
To be presented by: Catherine Morgan Chief Nurse	Author: Tessa Guthrie Lead Nurse for Safer Staffing & Lead PNA Catherine Morgan Chief Nurse
1. Status: For Approval	
2. Purpose: NHS Provider Boards are required to ensure there is sufficient and sustainable nurse and midwifery staffing capacity and capability to provide safe and effective care to patients at all times, across all care settings and ensure there is an annual strategic staffing review, with evidence that this is developed using a triangulated approach. This report provides the six monthly review following the annual nursing and midwifery acuity review presented to the Board in April 2025.	
Relates to:	
Strategic Objective	Lead the integration of care; Develop our centres of excellence; Support and develop our staff;
Operational performance	The appropriate skilled staff will be required to achieve operational performance priorities
Quality and equality impact	Safe staffing is a fundamental part of good quality care. Ensuring appropriately skilled staff are available will be essential to achieve the Trusts commitment to improve the quality of care for our patients and deliver the ambition to offer the best care and experience and to increase equity in health outcomes.
Legal, Regulatory, Audit	Following the publication of the Francis Report 2013 and Safe Staffing in Adult inpatient wards in acute hospital (NICE, 2014), the National Quality Board (NQB July 2016) defined a framework and set of expectations (July 2018) to achieve the “right staff, with the right skills, in the right place at the right time”, including the responsibilities of Trust Boards. NHS organisations have a responsibility to undertake an annual comprehensive nursing and midwifery skill mix review, to ensure that there are safe and appropriate staffing levels and skill mix to provide assurance to the Board and our stakeholders that the organisation is safe and to provide high quality care.
Finance	The final outcome of the acuity review has recommended an investment of £1.185m this has been undertaken in line with the business planning process. It is noted that some investment will replace spend on temporary

	<p>staffing.</p> <p>There is commitment to maximise opportunities for roster optimisation and fill rates for funded establishment minimizing reliance on temporary staffing</p>
Governance	<p>The annual comprehensive nursing and midwifery skill mix review has been carried out in line with organizational guidance and governance arrangements.</p> <p>The outcome of the reviews have been through divisional and corporate governance structures.</p>
NHS policy/public consultation	<p>This review complies with the National Quality Board requirements to use evidence-based guidance such as that produced by NICE, Royal Colleges and other national bodies to inform workforce planning, within the wider triangulated approach set out.</p>
Accreditation/Inspection	N/A
Anchor institutions	<p>It is acknowledged through the review process that opportunities for development of roles to support local recruitment and career development will be maintained and strengthened.</p>
ICS/ICB/Alliance	
Board Assurance Framework (BAF) Risk	<p>BAF4 - Quality assurance mechanisms regarding the quality and safety of patient services.</p> <p>BAF5 - Workforce – recruitment and retention.</p>
Other	
<p>3. Summary:</p> <p>This six monthly review of nursing and midwifery staffing has been carried out in line with both national and organisational guidelines. The report provides an update of progress against recommendations and action set out in the annual skill mix and acuity review. It also outlines where there have been any concerns or risk in relation to nursing and midwifery workforce and key actions taken to address them.</p> <p>Overall good progress has been made against recommendations set in April 2025, with safer nursing care tool (SNCT) training and data collection periods moving forward, team rostering roll out continues positively and there has been improvement in recruitment to funded establishment (including where uplifts were indicated). There is a need to continue to drive consistent use of red flags and to reduce staff redeployment at times of operational pressures.</p> <p>In the six month period there has been a change to the skill mix in Older peoples wards at Colchester Hospital in response to concerns regarding consistent senior ward leadership 24/7 Establishments have been revised to reflect a Band 6 role 7 days a week day and night.</p> <p>The SNCT two data collection periods are completed for the majority of wards and the Lead Nurse for Safer Staffing is meeting with all clinical areas through November and December to review data and associated metrics. The process will align with business planning as in 2024/25 and the Board will receive the outputs and recommendations from the annual review in March/April 2026.</p>	
<p>4. Recommendations / Actions</p> <p>The Board of Directors are invited to discuss and approve the outcome of the six monthly review and support the recommended actions to optimise achievement of the right staff with the right skills in the right place.</p>	