South Eastern Health and Social Care Trust

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| **Paper No: SET/148/26** | |
| **Trust Board Meeting: 30 September 2026** | |
| **Public Agenda Item 3.3** | |

| **Title of Paper:** | **Trust Collaborative Bank** | | |
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| ~~**For Decision**~~ | **For Assurance** | ~~**For Information**~~ | ~~**For Discussion**~~ |

| **1.0** | **Background:** |
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| | The Collaborative Nursing and Midwifery Bank between Belfast Trust and South Eastern Care Trust is a new initiative which forms part of the wider Nursing and Midwifery Bank Reform Programme and supports regional workforce priorities.<br><br>**The Collaborative Bank enables eligible nursing, midwifery and nursing support workers engaged on the bank by either Trust to access and undertake bank shifts across both organisations through a shared electronic bank management system**.<br><br>By widening access to available staffing resources, the arrangement aims to improve workforce flexibility, enhance staffing resilience and support the delivery of safe and effective patient care.<br><br>The partnership represents an innovative and collaborative approach to workforce management and is intended **to maximise the use of existing workforce capacity, reduce reliance on external agency staffing, improve resource efficiency, and support the development of a sustainable nursing and midwifery workforce**.<br><br>Rollout of the Collaborative Bank commenced in September 2026 on a phased basis as per job roles e.g. Nursing Assistants first, followed by midwives, nursing per function etc until early 2027.<br><br>**Governance and Control**<br><br>This is governed by the Nurse Bank Reform Strategic Group, comprising representatives from Nursing & Midwifery, HR and Trade Union colleagues, with updates provided at monthly meetings. Operational management of the model is led jointly by the SEHSCT Corporate Bank and the BHSCT Nursing Workforce team.<br><br>Monthly reporting will be provided to the Trust Strategic Nurse Bank Reform Group and bi-monthly to ARIG. Within each Trust, updates will be provided to EMT & Trust Agency Reduction Oversight Group and bi-monthly to the Workforce Steering Group.<br><br>Locally,Trust banks continue to work closely with directorates to address issues that may arise with bank workers and will address through local processes. |

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| **2.0** | **Key Issues:** |
| | A Memorandum of Understanding (MoU) between the two Trusts have been devised, with support of BSO Directorate of Legal Services, and this sets out the principles, governance arrangements, roles and responsibilities required to operate the Collaborative Bank effectively.<br><br>It creates a framework for nursing and midwifery bank workers to work across both Trusts while ensuring clear accountability for employment, governance, patient safety, payroll, data protection, and risk management.<br><br>It reflects the mutual commitment of both organisations to work together in support of regional workforce objectives. The MoU records the intentions and operational arrangements of the parties and is not intended to create legally binding obligations.<br><br>Key issues addressed:<br><br>• Workforce flexibility and staffing resilience.<br>• Roles and responsibilities of the Home Trust and Working Trust.<br>• Patient safety, training compliance, and professional governance.<br>• Payroll, reimbursement, and workforce administration.<br>• Data sharing, GDPR compliance, and information governance.<br>• Liability, risk management, complaints, and incident handling.<br>• Arrangements for dispute resolution, review, and termination of the collaboration.<br><br>It also includes a formal six-month review of operational performance, workforce impact, patient safety, financial outcomes and governance, supported by additional operational reviews during the pilot as required. |
| **3.0** | **Link to Strategic Objectives:** |
| | Our People ☒<br>Population Health & Health Inequalities ☐<br>Delivering Care Closer to Home ☐<br>Hospital Care ☐<br>Safety, Quality and Experience of Care ☒ |
| **4.0** | **Resource Implications (inc Organisational, Financial, Human Resources):** |
| | 1. Organisational |
| | - This model will offer bank workers a broader range of shift opportunities throughout both Belfast and South Eastern Trusts.<br><br>- It will enhance cross-trust working partnerships and overall aim is to expand model to all HSC organisations.<br><br>- Allows a rapid transition of available Nursing Bank Staff, to both organisations, without going through lengthy recruitment processes, traditionally the only way to join the ‘other’ organisations bank. |

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| | 2. Financial |
| | - Reduce a reliance on Agency usage within the trusts & quicker onboarding of staff. |
| | 3. Human Resources |
| | - Broadens the scope and agility of the bank workforce by being able to draw from both SET and Belfast Trust bank workers and offers more opportunities to both. |
| | 4. Environmental Factors Yes ☐ No ☒ |
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| **5.0** | **Impact on Safety, Quality and Experience (SQE):** |
| | 1. Safety |
| | - safer staffing levels within wards<br>- reduced burnout of repeatedly using the same staff/workers to backfill shifts |
| | 2. Quality |
| | - safer staffing levels will support quality care provision within wards<br>- increased staffing flexibility should reduce staffing burnout levels |
| | 3. Experience |
| | - Bank workers will have broader exposure & experiences in different organisations. |
| **6.0** | **Key Risks and Proposals to Mitigate:** |
| | 1. Key Risks |
| | a) Workers/staff breaching the Working Directive/Regulations i.e. combined working over 48 hours per week. |
| | Proposals to Mitigate |
| | a) The system will capture hours worked and related reports can observe and action on areas of concern |
| **7.0** | **Risk Register:** |
| | It is listed on BAF? Yes ☐ No ☒<br>Is it listed on CRR? Yes ☐ No ☒ |

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| **Lead Director:** | **Claire Smyth, Director of People and Resourcing** |
| **Date:** | **23 September 2026** |

## Reasons for Paper Presentation

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| ***Decision*** | *Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.* |
| ***Assurance*** | *Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.* |
| ***Information*** | *Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.* |
| ***Discussion*** | *Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.* |