



**ANNUAL BUSINESS PLAN**  
**2024 – 2025**

***Leading and inspiring nurses and midwives  
to achieve and uphold excellence in  
professional practice***



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## Chair and Chief Executive's Foreword

As Council Chair and Chief Executive, we are pleased to present our 2024-2025 Business Plan. In 2023 we celebrated 21 years since the establishment of NIPEC. This was an opportunity for us to reflect on the many achievements over the years in promoting high standards of practice, education and professional development of the Nursing and Midwifery workforce. Moreover, we focused on the opportunities for NIPEC to support the professions working within the HSC over the next 21 years and beyond.



**2023 –  
Celebrating  
NIPEC 21<sup>ST</sup>  
Birthday**

Looking to the future, we recognise the challenges for the Health and Social Care System and the professions of nursing and midwifery in the drive to rebuild following the Covid-19 pandemic. Over 2023/2024



NIPEC has engaged and listened to our partners informing our strategic areas of focus. The feedback on our support and guidance has been overwhelming positive and whilst we continue to work in a financially constraint system there are opportunities for collective focus on improvement. NIPEC wants to ensure we support and measure the differences we are making across all of our strategic objectives in delivering our statutory functions and our Business Plan is a key document in that journey. This ambitious plan outlines a selection of our achievements in 2023-24 and our priority objectives over the coming year.



**Bronagh Scott**  
Council Chair



**Linda Kelly**  
Chief Executive

## INTRODUCTION

NIPEC's Annual Business Plan for 2024-25 details how we will make best use of our resources to achieve our strategic objectives.

### Who We Are

The Northern Ireland Practice and Education Council for Nursing & Midwifery (NIPEC) was established as a Non-Departmental Public Body in 2002, see Box A for the statutory functions of NIPEC and its Council.

NIPEC staff comprise a Chief Executive supported by a senior team of seven Senior Professional Officers and a Head of Corporate Services. Full details are contained with the NIPEC Organisational Chart (Appendix 1). A Corporate team provides administrative and IT support to deliver NIPEC's programme of work.

#### Box A

NIPEC was established as a NDPB in 2002 sponsored by the DHSSPS. The Act establishing NIPEC identifies the following responsibilities for NIPEC:

(2) It shall be the duty of the Council to promote-

- (a) High standards of practice among nurses and midwives;
- (b) High standards in the education and training of nurses and midwives;
- (c) The professional development of nurses and midwives.

(3) Without prejudice to the generality of subsection (2) the Council may-

- (a) Provide guidance on best practice for nurses and midwives;
- (b) Provide advice and information on matters relating to nursing and midwifery.

(4) The Council shall, in the exercise of its functions, act

- (a) In accordance with any directions given to it by the Department; and
- (b) Under the general guidance of the Department.

Health & Personal Social Services (2002 Act) (Commencement) Order (Northern Ireland) 2002 refers, SR 2002 No.311 (C.25)



NIPEC Council meeting 2023

NIPEC's Council is made up of a Chair and thirteen professional and lay members. NIPEC's corporate objectives align to our vision, mission and values.

Throughout 2023-24 NIPEC has continued investing in people, building a diverse team supporting the delivery of key business objectives. NIPEC is now recruited to 15 staff (14.8 WTE) with 1 vacant post. NIPEC's workforce model includes a range of associates who bring specific expertise to support ongoing programmes of work.

## Our Vision

Our vision, co-produced with stakeholders and the public, reflects the intention to work as an organisation that will continue:



Pictured left is the NIPEC Council Deputy Chair, NIPEC Senior Management Team and the Chief Nursing Officer and the Departmental Nursing team.

## WHAT WE DO

### Our Mission

NIPEC aims to continue the promotion of the highest standards of practice, education and professional development of nurses and midwives to facilitate the delivery of safe, effective, compassionate, person-centred care and services. NIPEC's four strategic functions and associated corporate objectives, align to our vision, mission and values.

## NIPEC Strategic Priorities 2024-28



Practice



Education



Professional  
Development



Guidance, Advice  
and Information

### HOW WE DO IT

#### Our Culture, Values and Behaviours

NIPEC is a unique professional organisation guided by a set of values that directly impacts on what we do and how we do it. As a Health and Social Care (HSC) Arm's Length Body (ALB) organisation, NIPEC's values align with those underpinning HSC strategy and delivery plans across Northern Ireland (below).



## HSC VALUES



### **Working Together**

We work together for the best outcome for the people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.



### **Excellence**

We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high quality, compassionate care and support.



### **Openness & Honesty**

We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.



### **Compassion**

We are open and honest with each other and act with integrity and candour.

The values are set in a context of the requirement for all nurses and midwives to adhere to the Nursing and Midwifery Council's (NMC) *Code: Professional standards of practice and behaviour for nurses, midwives and nursing associates*<sup>1</sup>. The HSC Values will be used as a key reference point as we seek to implement the 2024-25 Business Plan. Our behaviours (organisational and individual) will continue to be underpinned by human rights principles, including dignity, respect and equality.

NIPEC is committed to the promotion of good relations between people of differing religious belief, political opinion and, or racial group. As a health and social care organisation NIPEC is committed to promoting respect for diversity and to challenging sectarianism and racism in both employment and services.

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<sup>1</sup> Nursing and Midwifery Council (NMC). (2018). *The Code: Professional standards of practice and behaviour for nurses, midwives and nursing associates*. London: NMC. Available at: <https://www.nmc.org.uk/globalassets/sitedocuments/nmc-publications/nmc-code.pdf>

## STRATEGIC CONTEXT

NIPEC's 2023-24 Business Plan reflects the priorities of the DoH in support of nursing and midwifery, the 2024-2025 Plan will continue with this approach. NIPEC staff will engage with its full range of stakeholders to deliver on the business objectives. NIPEC provides support, guidance on advice by responding to consultations on relevant emerging strategies and policies relating to nursing and midwifery in Northern Ireland.

The NIPEC approach is guided and influenced by Our Involvement and Co-production Strategy<sup>2</sup> The Involvement and Co-production Strategy is NIPEC's commitment to the engagement and promotion of people with user and lived experience, by encouraging participation in all of their programmes of work, as valued and equal stakeholders. NIPEC is steadfast in integrating partnership working at a strategic and operational level in their daily business approach to support its functions. NIPEC's Business Plan is influenced by a range of United Kingdom (UK) and Northern Ireland (NI) strategies and policies referenced below.

### Programme for Government

In the absence of an agreed new Programme for Government we continue to work to the principles of the previous one as reflected in our Corporate Plan<sup>3</sup> which is based on delivering the four population-based outcomes and are essential for driving forward the transformation agenda and delivering the following:

- We enjoy long, healthy and active lives
- We give our children and young people the best start in life
- We care for others and we help those in need
- We have high quality public services.

### Working with the NMC

NIPEC's work programme is also closely aligned with the strategic direction of the NMC. The NMC has 2 key functions, the core function being regulation and the secondary function of supporting registered nurses and midwives along with the public. The NMC share intelligence from regulatory activities across the UK and work with partners, one of which is NIPEC, to support workforce planning and sector-wide decision making.

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<sup>2</sup> [admin-ajax.php \(hscni.net\)](https://www.hscni.net/admin-ajax.php)

<sup>3</sup> [Corporate Strategies | NIPEC \(hscni.net\)](https://www.hscni.net/corporate-strategies)



NIPEC led the implementation of the NMC Future Nurse Future Midwife standards from 2018. In July 2022, the NMC published the new post-registration standards for Specialist Community Public Health Nursing (SCPHN) and Community Nursing Specialist Practice Qualifications (SPQs) <sup>4</sup>. NIPEC once again adopted a regional approach with key stakeholders to support the implementation of the new post-registration standards by September 2024. We will advocate for the maintenance of systems and processes already in place from the implementation of Future Nurse Future Midwife (FNFM) and that they be applied to the introduction of the new post-registration standards.



### Chief Nursing Officer Vision and Strategic Priorities<sup>5</sup>

NIPEC plays a significant role in supporting the vision and objectives of the CNO (DoH) in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. In 2023, the NI Chief Nursing Officer, Maria McIlgorm launched her 5-year vision for nursing and midwifery in Northern Ireland, 'Shaping Our Future'. The vision outlines the commitment to delivery of the recommendations of The Nursing and Midwifery Task Group (NMTG) Report launched in February 2020. The Vision has 4 initial key priorities as shown in Figure 3. These key priorities are central to



<sup>4</sup> Nursing and Midwifery Council (2022) [NMC post-registration standards | NHS Employers](#)

<sup>5</sup> CNO – A Vision for Nursing and Midwifery in Northern Ireland 2023-2028 <https://www.health-ni.gov.uk/news/five-year-vision-outlined-nursing-midwifery>

the delivery of the vision and provide strategic guidance to support health and social care organisations across Northern Ireland. NIPEC's business plan reflects the organisation's commitment to delivery of the CNO Vision for Nurses and Midwives in Northern Ireland.

**Figure 1. CNO – A Vision for Nursing and Midwifery in Northern Ireland 2023-2028**



The Nursing and Midwifery Task Group (NMTG) Report<sup>6</sup> was co-produced to ensure that we had a workforce that was able to deliver the right care at the right time in the right place to meet the needs of the population (See Figure 3). The DoH have established three workstreams aligned to the strategic themes and outcomes below:

Strategic Theme 1: The adoption of a population health approach, through putting public health, prevention and early intervention at the heart of nursing and midwifery practice

Strategic Theme 2: Stabilisation of nursing and midwifery workforce therefore ensuring safe and effective care

Strategic Theme 3: Transformation of Health and Social Care Service through enhancing the roles that nurses and midwives will play within and across multi-disciplinary teams.

<sup>6</sup> Department of Health (2020) Nursing and Midwifery Task Group (NMTG) Report & Recommendations. Belfast: DoH. <https://www.health-ni.gov.uk/publications/nursing-and-midwifery-task-group-nmtg-report-and-recommendations>

Figure 2. The planned outcomes from the NMTG Report



Figure 3. CNO Initial Priorities



### Embedding Quality and HSC Collective Leadership

A quality culture comprising of assurance, control and improvement needs to be at the heart of any successful organisation. NIPEC are committed to enabling staff feel a sense of value and belonging, where partners feel involved and listened to and the work is delivered to the highest standard and within expected timeframes. NIPEC's Quality Strategy, *Lead, Inspire & Improve*<sup>7</sup>, sets out Our ambitions for quality in a way that is designed to be meaningful to our staff and partners as we continue working together to deliver excellence in all that we do and enhance our organisational learning. The Quality Strategy will support the delivery of the both the Business Plan and the Corporate Plan over the next 4 years.

<sup>7</sup> [Quality Strategy | NIPEC \(hscni.net\)](https://www.nipec.hscni.net/Quality-Strategy)

**Figure 4. Quality Strategy Priorities**



Lead, Inspire & Improve promotes staff learning and developing including being trained to the appropriate level of Quality Improvement (QI) for their role. NIPEC currently have 6 staff trained in Level 1, 3 staff trained in Level 2 and 6 staff trained in Level 3 QI.

NIPEC remains committed to investing in its workforce and support colleagues in accessing and completing a range of learning and development activities during 2024-25.

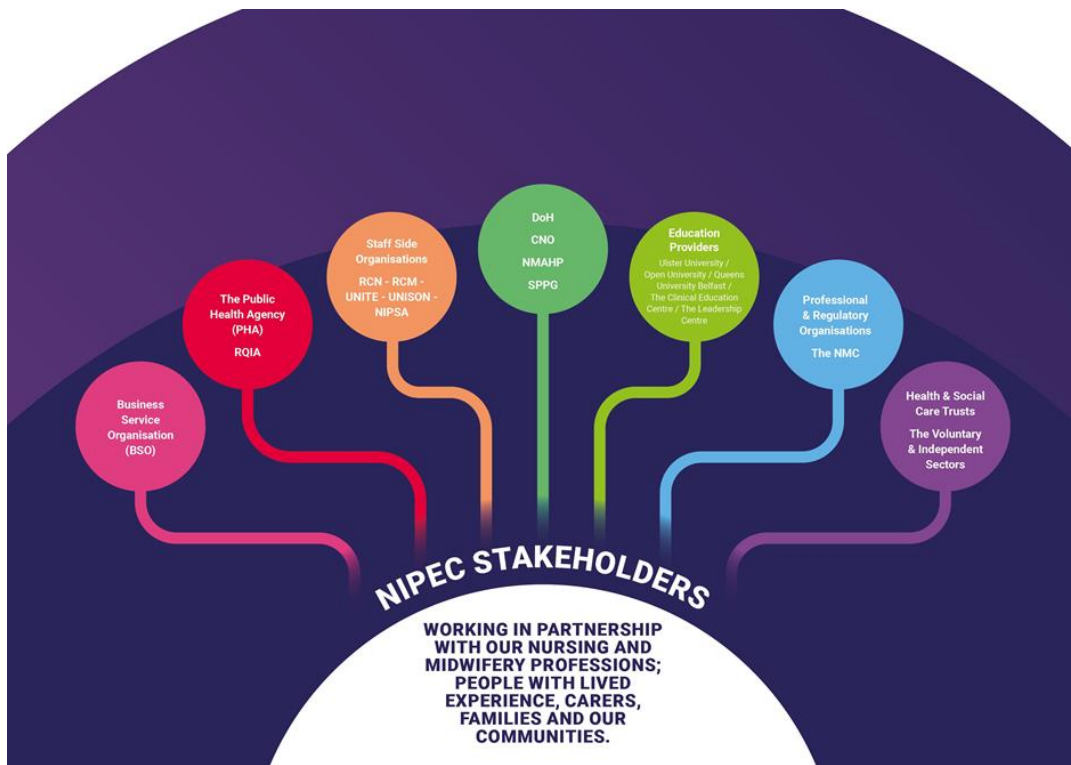
### **Delivering in Partnership**

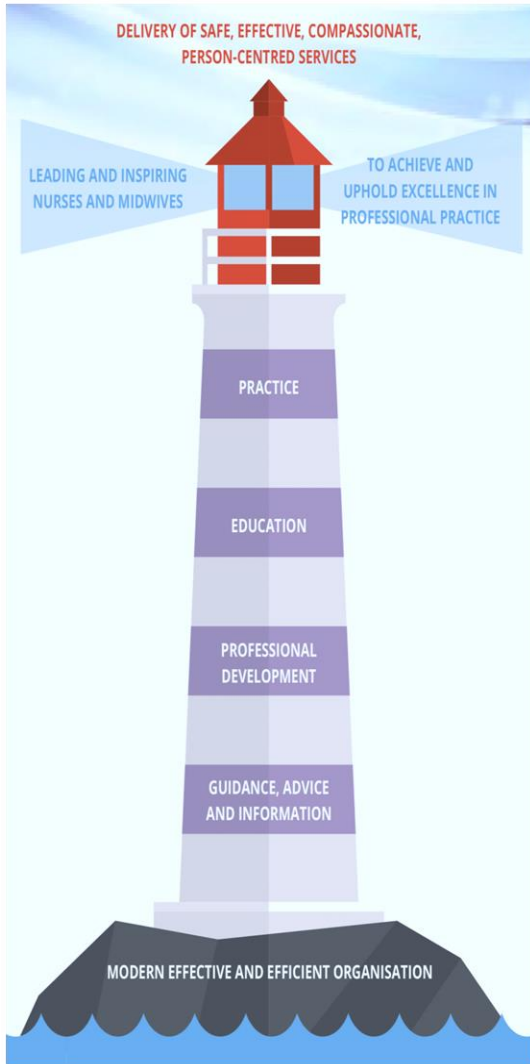
2023-2024 saw NIPEC take a blended approach to project meetings with an increased number held face to face whilst maintaining the opportunity for virtual meetings when required. To facilitate the opportunity for virtual meetings, NIPEC have embedded a strong digital infrastructure, utilising platforms such as Microsoft Team to provide partners and stakeholders with alternative engagement opportunities. NIPEC also adopts a hybrid approach to its internal meetings for example, Council, Audit & Risk Committee, Business and Professional Teams meetings are conducted face-to-face with other smaller or adhoc meetings held virtually. NIPEC has undertaken a wide range of engagement events with a variety of its stakeholders during 2023-2024, in addition to facilitating project meetings and other work. See Figure 2 for NIPEC's stakeholder.



**Career Pathway Working Group**

Figure 2. NIPEC's Stakeholder Map





# Our Achievements 2023 – 2024

The section below outlines a selection of the key organisational objectives delivered during 2023-2024. NIPEC undertakes a range of dynamic work on an ongoing basis. Whilst all of NIPEC's work cannot be reflected within the Business Plan, a Work Plan is retained and reviewed by the Senior Team on a regular basis to provide continuous assurance of NIPEC's ability to positively influence nursing, midwifery and the wider Health and Social Care system in Northern Ireland.

NB: NIPEC's major projects which significantly impact the professions of nursing and midwifery can span over more than one business year.



**Launch of 2022/23 NIPEC Annual Quality Report**



Overview: What we delivered in 2023-2024

## High Standards of Professional Practice - Delivery of the NIPEC plan and highlights

### Nursing & Midwifery Excellence/Assurance Framework

Developed the draft framework.  
Established a Governance structure to deliver the framework.  
Scoped for current work across the professions within Quality Control, Assurance and Improvement.

### Senior Nursing and Midwifery Strategic Community of Practice

Scoped appetite for a Senior Nursing & Midwifery Community of Practice.  
Established Senior Nursing & Midwifery Community of Practice.

### Leadership Framework

Established a Task Group to provide a project governance structure  
Developed a Draft Leadership Framework for consultation  
Developed a Project Report with Recommendations to support implementation



## High Standards of Education - Delivery of the NIPEC Plan and Highlights

### NIPEC Quality Assurance of non-NMC approved education programmes

On an annual basis, NIPEC continue to review a range of non-NMC approved education programmes using the NIPEC Quality Assurance Framework (2023)

### Implementation of NMC Post-registration Education Standards

In partnership with key stakeholders, NIPEC has led a regional approach to oversee and ensure the out workings of the NMC post-registration standards are cohesively embedded into education and practice by September 2024.

### Review the categories for commissioning programmes

Categorise the agreed post-registration education commissioned programmes across to include the following three key areas - maintain, retain and transform.  
Provide a retrospective analysis across each of the specified education commissioned programmes.

### Regional Review of In-House Nursing and Midwifery Education Activities in HSC Trusts

NIPEC completed a review of in-house education activities in HSC Trusts with a set of recommendations to be taken forward in the next phase of this work.

### Maternity Support Worker Standards and Education

NIPEC developed regional Standards for Maternity Support Workers and completed a review of the regional Maternity Support Worker education programme.

**High Standards of Professional Development - Delivery of the NIPEC plan and highlights**

**Learning Disabilities Nursing**

Led on the strategic review of RNLD workforce model.  
Engaged with the RNLD Expert Reference Group to commence discussion on the core elements of the career pathway for Learning Disabilities Nursing.

**Advanced Nursing Practice**

Project Report published - Advanced Nursing Practice: Analysis and Recommendations available at [www.health-ni.gov.uk/sites/default/files/publications/health/doh-nipec-anp.pdf](http://www.health-ni.gov.uk/sites/default/files/publications/health/doh-nipec-anp.pdf)  
Launched by CNO in November 2023

**Perioperative Career Pathway**

Approaching completion of phase 1 which includes:  
Development of core competencies and education requirements for regionally agreed core roles in perioperative nursing career pathway  
Addition of Perioperative Support Worker role in the pathway  
Reviewed the requirement for an ODP pathway

**Cancer Nursing Career Pathway**

Approaching completion of phase 1, which includes regional agreement of three key components:  
Development of clinical role descriptors;  
Development of competencies adapted from ACCEND (HEE, 2022); and  
Education requirements for all clinical roles.

**Critical Care Nursing Career Pathway**

Supported PHA with development of Critical Care Nursing Career Pathway. NIPEC will continue to be engaged with this work, supporting the completion of draft JD's so that a pathway can be presented to CNO & EDoNs for endorsement.

**High Standards of advice, guidance and information on best practice -  
Delivery of NIPEC plan and highlights**

**Communities of Practice - QI**

Supported the completion of a regional Communities of Practice Facilitators Programme in conjunction with the Health Innovation Network, South London

**Review the Band 4 Role**

Engaged in a learning community with colleagues from across the other 4 nations  
Scoped Band 4 Nursing roles across HSC Trusts  
Completed summary report on current position

**Review & Monitor access to education for Ethnically Diverse Nurses, Midwives, AHPs & their support staff**

Recruited Professional Officers – Ethnic Diversity for each of the 5 HSC Trusts to support monitoring of enhancing access to education for ethnically diverse, nurses, midwives, AHPs & support staff.  
Held a stakeholder engagement event at NICON conference 18 October 2023  
Held workshop of regional collaborative 28 March 2024  
Completed report on monitoring of compliance against NIPEC Enhancing access to education report (2023).  
Established a Project Board to support the monitoring & review of enhancing access to education for ethnically diverse, nurses, midwives, AHPs & support staff.

**Rapid review of non-medical prescribing practice of nurses**

On behalf of the CNO NIPEC completed a rapid review into the non-medical prescribing practices of nurses who had undertaken a Non-Medical Prescribing (NMP) qualification since 2017. A report including findings and recommendations have supported the CNO with the decision to include V300 into the new NMC Post-registration Community Nursing Specialist Practice Qualification (SPQ) Programmes and non-Community Nursing SPQ programmes.

## Governance and Performance

NIPEC's Performance Management Framework was designed to support the Council's oversight of organisational performance management. This also assists NIPEC staff in ensuring that the organisation responds to the needs of its stakeholders, prioritises objectives and ensures there are enough resources to deliver them, improves accountability for delivery and motivates staff by recognising achievements.

NIPEC's 2023-24 Business Plan was delivered against corporate objectives and Key Performance Indicators (KPIs). Progress on actions, both corporate and professional, was monitored by the Business Team at their monthly meetings and via performance reports to quarterly Council meetings and Audit and Risk Committees. Following a pause due to the impact of the Covid-19 pandemic, Sponsorship and Governance activities reverted to pre-pandemic business arrangements in 2023-24 including ALB Ground Clearing and Accountability meetings, and production of the Mid-Year Assurance Statement and other assurance statements.

A summary of NIPEC's Key Performance Indicators is shown in the table below:

<b>Key Performance Indicators 2023-24</b>		
<b>Indicator</b>	<b>Target</b>	<b>Achieved</b>
Break even on revenue and operating costs	<b>0.25% or £20,000</b>	<b>£5,598</b>
Keep within the capital resources limit (CRL)	<b>None allocated</b>	<b>N/A</b>
Sickness absence rates	<b>3.5%</b>	<b>0.41%</b>
Invoice prompt Payment percentage within 30 days	<b>95%</b>	<b>98.92%</b>
Invoice prompt Payment percentage within 10 days	<b>70%</b>	<b>93.84%</b>
<b>Governance and Accountability Framework</b>		
<ul style="list-style-type: none"> <li>✓ Clean certificate and report obtained from the Comptroller and Auditor General to the Northern Ireland Assembly for NIPEC's Annual Report and Accounts 2023-24;</li> <li>✓ Completion of Annual Report on progress with NIPEC's 5 Year Equality Scheme</li> </ul>		

2021-22 to 2025-26;

- ✓ Development and implementation of Disability and Action Plans 2023-28 (year one) with progress report provided to NIPEC's Business Team;
- ✓ Mid-Year Assurance Statement approved by Audit & Risk Committee in October 2023;
- ✓ Completion of Board Governance self-assessment tool by 31<sup>st</sup> March 2024;

**Quality:**

**NIPEC's Annual Quality Report**

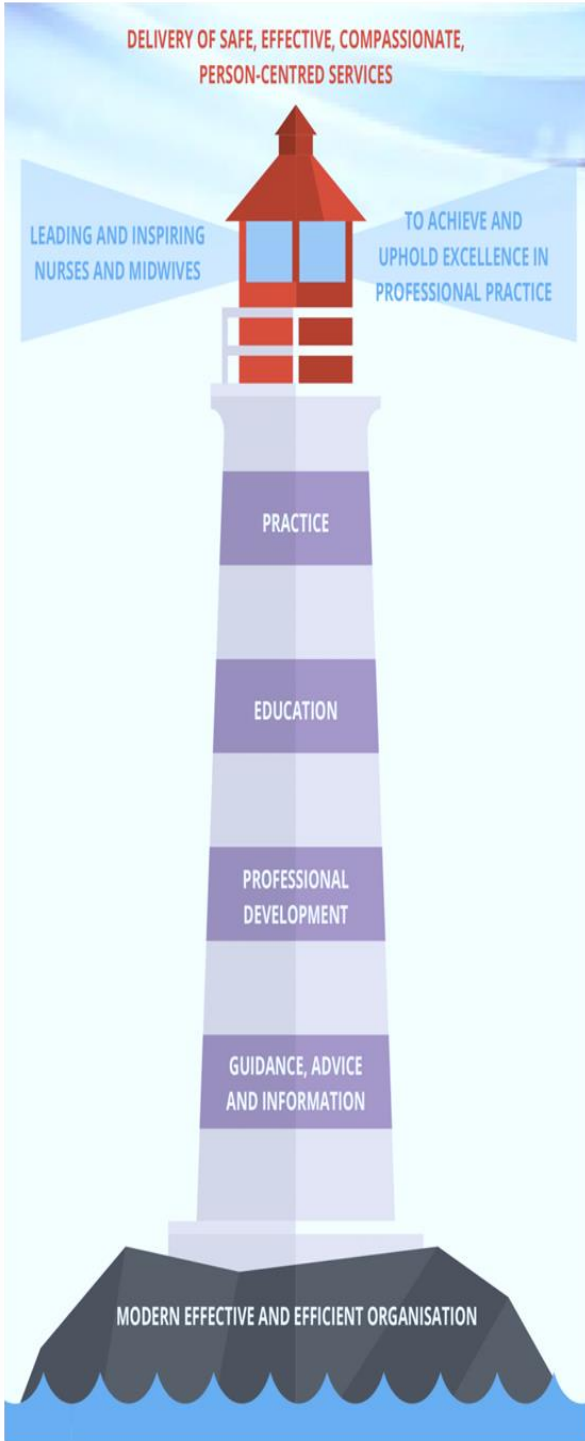
NIPEC's Annual Quality Report was submitted to DoH in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011)<sup>8</sup>

Further information on a range of activities is available on NIPEC's website at [NIPEC | NIPEC \(hscni.net\)](#)<sup>9</sup>

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<sup>8</sup> Quality 2020 Strategy <https://www.health-ni.gov.uk/topics/safety-and-quality-standards/quality-2020>

<sup>9</sup> It should be noted not every objective aligned to our core functions is detailed within NIPEC's key actions; some objectives are implicit within the work of NIPEC and are demonstrated via the Business Plan as a whole.



**NIPEC**

**Our  
Objectives  
for 2024  
– 2025**

## NIPEC's Work Programme in 2024-25

NIPEC's business objectives have been developed to promote the nursing and midwifery professions and to celebrate best practice with a focus on partnership working and supporting the adoption and implementation of NIPEC resources.

NIPEC will also take account of the biggest global threat to population health, climate change and the collapse of biodiversity. Health and care services contribute significantly to greenhouse gas emissions (GHE) and it is important that all healthcare professionals understand the environmental footprint of the health care and services provided and take steps to reduce it. During 2024-25 NIPEC will agree outcomes and measures to both understand and reduce our environmental footprint. In relation to NIPEC's work programme some of the steps we have already taken are:

- NIPEC resources are made available online
- Commitment to printing only when necessary
- Project Group meetings are often facilitated through the virtual platform of Microsoft Teams although there are times when in person meetings are required.

The changing needs of all organisations delivering health and social care services in NI in responding to the needs of patients, carers and communities requires NIPEC to remain strategically focused and flexible in its approach to agreeing new and emerging priorities. NIPEC will continue to work closely through the Office of the CNO to secure the necessary resource to expand the portfolio of work in partnership with key stakeholders.

NIPEC will continue to progress ongoing projects and improvement work outlined in our 2023-24 work plan that have timescales that extend beyond the year. The sections below detail some of the priority projects to be taken forward over the 2024-2025 year aligned to our statutory functions:

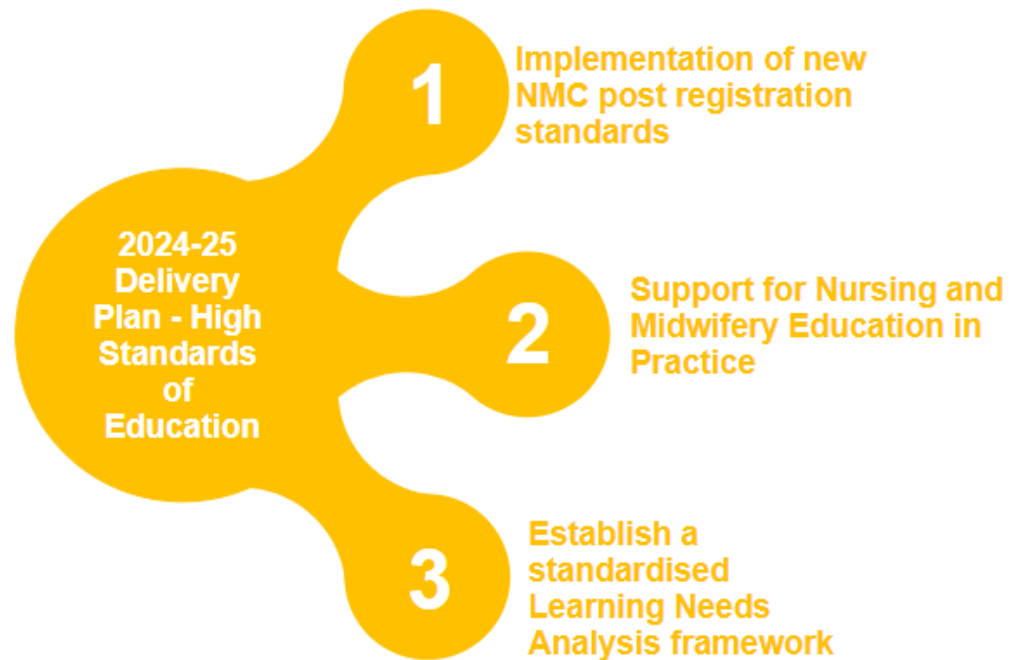
#### Overview: What we plan to deliver in 2024-2025



#### We will measure progress by:

1. Progress and endorsement of practice improvement focused projects to agreed timescales.
2. Stakeholders' activity relating to professional participation, including feedback of their experience and assessment of the impact of the work.





**We will measure progress by:**

1. Engagement activity with organisations to influence and develop a range of specific tools and resources to support the education, learning and development of nurses and midwives.
2. Activity relating to programmes that have been quality assured.



**We will measure progress by:**

1. Activity and outcomes relating to projects reflecting professional development and transformation.
2. Evidence of influence of nursing/midwifery priorities reflected in HSC/NHS strategic transformation.



**We will measure progress by:**

1. Evidence of influence of the nursing and midwifery agenda in strategic policy and legislation.
2. Activity and influence reflected in replies to consultations, advice to individuals and organisations.

In addition to the objectives outlined above, NIPEC will make best use of their resources and time through adopting a dynamic approach. Our dynamic approach involves understanding and dealing with multiple factors, agendas and influences. We work hard to support active stakeholder participation which we can adapt and action. Whilst this paper outlines a number of key priorities there is an ongoing programme of work in collaboration with our stakeholders to address shorter-term and longer-term priorities associated with education, practice and professional development for the professions.

## Governance and Performance

### NIPEC's Responsibilities

In 2024-25, the Corporate Team will continue to focus on supporting NIPEC in the achievement of its strategic vision of leading and supporting nurses and midwives to achieve and uphold excellence in professional practice. This will be achieved by continuing to offer developmental opportunities to our workforce, grow our skills and ensure that everyone in the organisation is equipped to deliver NIPEC's statutory functions and objectives.

The Council of NIPEC is accountable for internal control of the organisation and exercises this control through a system of corporate governance measures. These include a schedule of matters reserved for Council decisions, a scheme of delegation, a number of corporate documents including Standing Orders and Standing Financial Instructions, and the appointment of Audit and Risk, Professional & Business and Remuneration committees. The Chief Executive, as Accounting Officer, is responsible for maintaining a sound system of internal governance that supports the achievement of the organisation's policies, aims and objectives in accordance with the responsibilities assigned by the Department of Health.

The accountability arrangements in respect of the relationship between the Council and the DoH are set out in a 'Partnership Agreement' which was developed in 2022-23. During 2024-25, NIPEC will review all reporting arrangements and key governance documents to ensure that they reflect new arrangements set out in the Agreement. Evaluation of the effectiveness of the new document will be reviewed on an ongoing basis at Ground Clearing and Accountability Meetings with NIPEC's Sponsor Branch and the Permanent Secretary.

### Corporate Plan

In 2024-25, NIPEC will seek to retain its recognition as a great place to work and retain Investors In People (IIP) accreditation. This will involve ensuring that we review our Corporate and Business Plans, Values and over-arching Strategy in consultation with all staff, to ensure that everyone is clear on the organisation's future plans and working practices.

## Equality Screening

This Business Plan will be screened for equality implications as required by Section 75 and Schedule 9 of the NI Act 1998. Equality Commission guidance states that the purpose of screening is to identify those policies which are likely to have a significant impact on equality of opportunity so that greatest resources can be devoted to these. Using the Equality Commission's screening criteria, no significant equality implications have been identified and the Business Plan will not therefore be subject to an equality impact assessment.

## Key Objectives for 2024-25

	Objectives/Timescales	We Will Deliver These Objectives by: Actions	We Will Measure This By: Outcomes
5A	<p>Continue to maintain a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance, considering DoH requirements and timescales.</p> <p><b>Timescale: 31 March 2025</b></p>	<p>Reporting of performance to Council meetings, Audit &amp; Risk Committees, Sponsor Branch and Ground Clearing/Accountability meetings</p>	<p>Uncertified Annual Report/ Governance Statement and Accounts</p> <p>All meetings take place and are quorate</p>
5B	<p>Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.</p> <p><b>Timescale: 31 March 2025</b></p>	<p>Annual Internal Audit Plan</p> <p>External Audit</p> <p>Audit &amp; Risk Committees x 4 per annum</p>	<p>Satisfactory Compliance with Internal Audits</p> <p>Uncertified Annual Report/ Governance Statement and Accounts</p> <p>All take place and are quorate</p>

	<b>Objectives/Timescales</b>	<b>We Will Deliver These Objectives by: Actions</b>	<b>We Will Measure This By: Outcomes</b>
5C	<p>Achieve the financial breakeven target of <b>0.25% or £20k</b> (whichever is the greater) of revenue allocation by the financial year end.</p> <p><b>Timescale: 31 March 2025</b></p>	<p>Monthly meetings with BSO Finance</p> <p>Submission of monthly FMR</p> <p>Financial reporting to each Council and Audit &amp; Risk Committee</p>	<p>Uncertified Annual Accounts</p>
5D	<p>Continue to ensure that a suitable skills base is maintained in regard to business cases and for capital, external consultancy/ revenue business cases. Continue to ensure that they comply with relevant guidance and that submission to DoH is in line with agreed timeframes.</p> <p><b>Timescale: During 2024-25</b></p>	<p>Completion of Business Cases and PPEs in line with guidance</p>	<p>Results of bi-annual 'testing' of completion of business cases/PPEs by DoH Finance</p>
5E	<p>Produce a Business Plan for 2025-26, taking account of any targets/outcomes set by the DoH.</p> <p><b>Timescale: 31 March 2025</b></p>	<p>Develop a Corporate Plan in consultation with Council, Sponsor Branch and key stakeholders</p>	<p>Approval of Corporate Plan by DoH Sponsor Branch</p>
5F	<p>To monitor and maintain staff absence rates below the DoH target.</p>	<p>Standing agenda item at Business</p>	<p>Achievement of the target</p>



	<b>Objectives/Timescales</b>	<b>We Will Deliver These Objectives by: Actions</b>	<b>We Will Measure This By: Outcomes</b>
	<b>Timescale: During 2024-25</b>	Team, Council and Audit & Risk Committees  Consult with HR if rate higher than target	Outcome included in Annual Report
5G	Meet NIPEC's Equality and Disability Legislative requirements including: <ul style="list-style-type: none"> <li>• Monitor year 1 actions within NIPEC's Equality and Disability Action Plans 2024-28, reporting progress to the Equality Commission NI (ECNI).</li> </ul> <b>Timescale: During 2024-25</b>	Staff/Council engagement  Broader public stakeholder consultation  Draft report to be approved by Business Team and Council  Submitted to ECNI by 31 <sup>st</sup> August	Approval of Equality Commission NI
5H	Ensure compliance with the DoH processes and timescales for the completion of: <ul style="list-style-type: none"> <li>• Mid-year Assurance Statement</li> </ul> <b>Timescale: October 2024</b>	Present to Audit & Risk Committee October 2023	Ratification by DoH

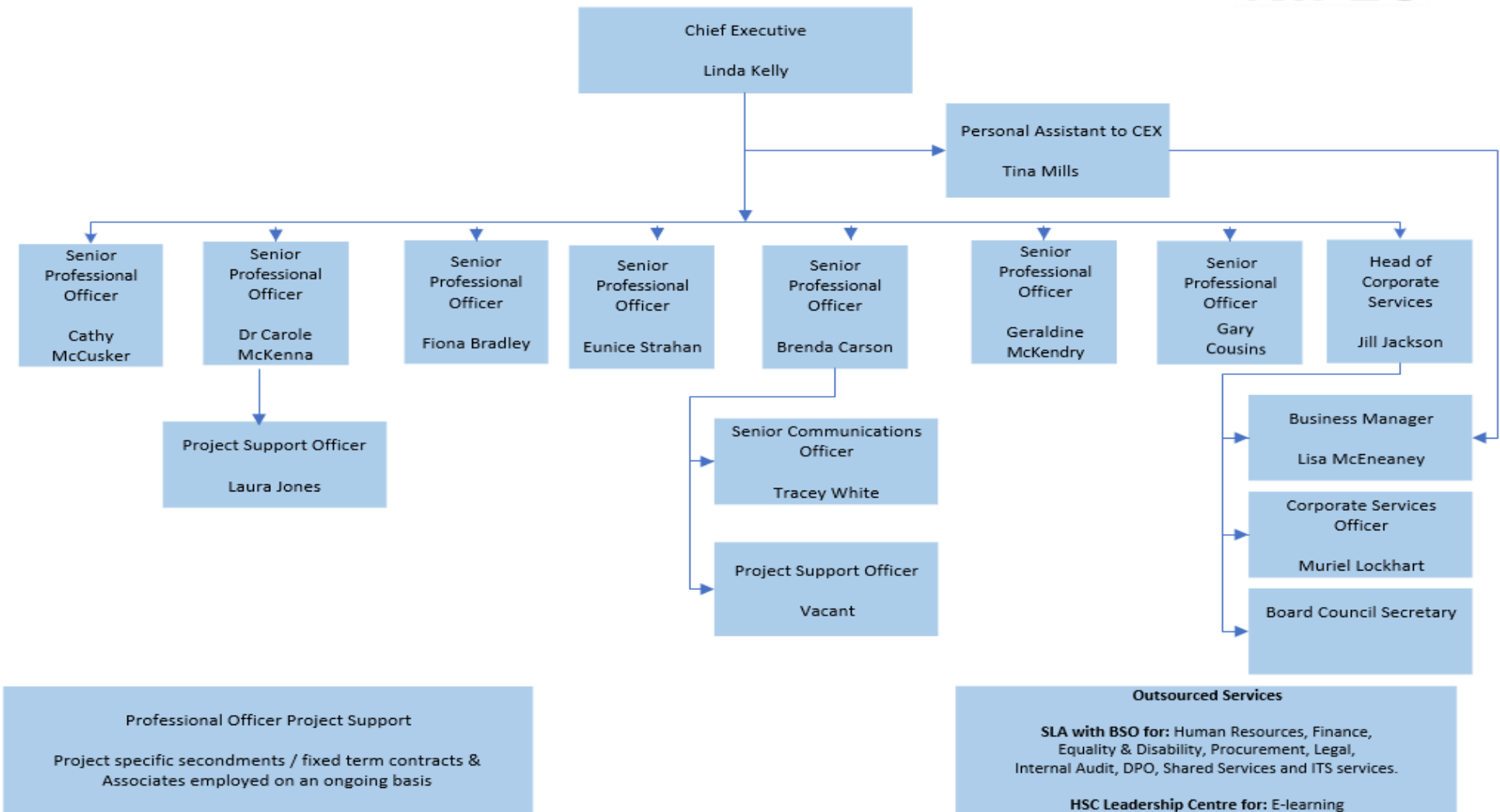
	Objectives/Timescales	We Will Deliver These Objectives by: Actions	We Will Measure This By: Outcomes
	<ul style="list-style-type: none"> <li data-bbox="203 427 763 533">• End of year Governance Statement <b>Timescale: 31 March 2025</b></li>   <li data-bbox="203 699 842 804">• Board Governance self-assessment Tool <b>Timescale: 31 March 2025</b></li>   <li data-bbox="203 1011 725 1117">• NIAO Audit Committee Checklist <b>Timescale: 31 August 2024</b></li>   <li data-bbox="203 1283 1167 1372">• Sponsor Branch meetings, plus DoH mid-year and end of year accountability review meetings.</li> </ul>	<p data-bbox="1193 408 1576 497">Present to Audit &amp; Risk Committee May/June 2024</p> <p data-bbox="1193 632 1659 721">Draft to be reviewed by Council Actions to be agreed for 2024-25</p> <p data-bbox="1193 963 1653 1161">Completed by HoCS. Any mitigating actions to be included in Governance Statement/Board self-assessment</p> <p data-bbox="1193 1238 1599 1327">Timetable for meetings to be agreed</p>	<p data-bbox="1709 370 2024 459">Uncertified Opinion by External Audit</p> <p data-bbox="1709 772 2074 861">Successful Completion of previous year's actions</p> <p data-bbox="1709 912 2063 1002">Satisfactory Independent Review</p> <p data-bbox="1709 1104 2074 1193">Successful Completion of previous year's actions</p> <p data-bbox="1709 1270 2063 1359">Satisfactory Independent Review</p>

	<b>Objectives/Timescales</b>	<b>We Will Deliver These Objectives by: Actions</b>	<b>We Will Measure This By: Outcomes</b>
	<b>Timescale: During 2024-25</b>		All take place and are quorate
5J	<p>To achieve the prompt payment targets for the payments of invoices of:</p> <ul style="list-style-type: none"> <li>• 95% for 30 days.</li> <li>• 70% for 10 days.</li> </ul> <p><b>Timescale: During 2024-25</b></p>	<p>Standing agenda item at Business Team, Council and Audit &amp; Risk Committees</p> <p>Take mitigating action if not meeting target including liaison with Payments Shared Service</p>	<p>Achievement of the target</p> <p>Outcome included in Performance Section of Annual Report</p>
5K	<p>Property and Accommodation:</p> <ul style="list-style-type: none"> <li>• Asset Management Plan 2023-24 to 2027-28.</li> </ul> <p><b>Timescale: September 2024</b></p>	<p>Prepare draft PAMP and seek approval from Business Team</p> <p>Submit to DoH Property Management Branch in line with timescales set down</p>	<p>Approval of Plan by DoH</p>
5L	<p>NIPEC Quality Strategy 2024 - 2028.</p>	<p>NIPEC will: -</p> <ul style="list-style-type: none"> <li>• Focus on our staff through</li> </ul>	<p>Approval by DoH of NIPEC's Annual Quality</p>

	Objectives/Timescales	We Will Deliver These Objectives by: Actions	We Will Measure This By: Outcomes
	<p>Our <i>Lead, Inspire &amp; Improve</i> strategy sets out to:</p> <ul style="list-style-type: none"> <li>• Value our staff through growing and strengthening our culture of enquiry and continuous improvement</li> <li>• Support our workforce by building trust and psychological safety through collective leadership</li> <li>• Inspire Nurses and Midwives across sectors and organisations to deliver excellence through safe, effective and person-centred compassionate care</li> <li>• Work in partnership across inter-professional groups to ensure we deliver population focused services</li> <li>• Create innovative solutions to ensure efficient use of resources and achieve sustainability for the organisation</li> <li>• Continuously pursue equity in all that we do</li> </ul> <p><b>Timescale: Throughout 2024-25</b></p>	<p>listening and understanding what really matters to our staff; support an adequately resourced workforce where staff have the right improvement skills and promote ideas and problem solving.</p> <ul style="list-style-type: none"> <li>• Collaborate with our partners through building relationships; promote networks to deliver partnership working and provide access to information</li> <li>• Deliver our work through effective governance using system thinking; make the</li> </ul>	<p>Report</p>

	<b>Objectives/Timescales</b>	<b>We Will Deliver These Objectives by: Actions</b>	<b>We Will Measure This By: Outcomes</b>
		best use of resources and place a strong focus on continuous improvement.	

# Appendix 1 – NIPEC Organisational Chart



## Appendix 2 Abbreviations

<b>ALBs</b>	Arm's Length Bodies
<b>BSO</b>	Business Services Organisation
<b>CNO</b>	Chief Nursing Officer
<b>DoH</b>	Department of Health
<b>GDPR</b>	General Data Protection Regulation
<b>HSC</b>	Health and Social Care
<b>LNA</b>	Learning Needs Analysis
<b>MSW</b>	Maternity Support Worker
<b>NIPEC</b>	Northern Ireland Practice and Education Council for Nursing and Midwifery
<b>NMC</b>	Nursing and Midwifery Council
<b>PHA</b>	Public Health Agency
<b>QA</b>	Quality Assurance
<b>QI</b>	Quality Improvement
<b>SPPG</b>	Strategic Planning & Performance Group



### **Alternative Formats**

NIPEC is committed to making information as accessible as possible and to promoting meaningful engagement with those who use our services.

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