



# **BUSINESS PLAN**

**2014–2015**

*The Northern Ireland Practice and Education Council (NIPEC) aims to improve standards of practice, education and professional development of nurses and midwives to facilitate their delivery of safe, effective and person-centred care.*

**5<sup>th</sup> February 2014**

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This document should be read in conjunction with NIPEC's Corporate Plan (2013-2016) and Work Plan.

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## 1. INTRODUCTION

The Northern Ireland Practice and Education Council for Nursing and Midwifery (NIPEC) was established as a Non-Departmental Public Body by the Northern Ireland Assembly 2002 (see Annexe 1 for relevant legislation). NIPEC supports the development of nurses and midwives by promoting high standards for practice, education and professional development. NIPEC also provides advice and guidance on best practice and matters relating to nursing and midwifery.

As an arm's-length body, NIPEC is strategically and appropriately placed to translate regional direction and policy into practice. Due to the core functions, the strategic positioning and the breadth of its stakeholder base, NIPEC is well placed to create high quality innovative solutions which aim to support employers as well as nursing and midwifery staff, enhance professional practice and, in turn, facilitate the delivery of safe, effective and person-centred care.

As a modern outward facing organisation, NIPEC is acutely aware of the multiprofessional nature of contemporary service models and provision within which nurses and midwives work. Consequently, NIPEC is committed to effective, positive partnership working and to establishing, forming and maintaining collaborations and strategic alliances with a wide range of stakeholders from various sectors in order to promote and support the practice, education and performance of nurses and midwives.

Health and social care delivery, in Northern Ireland is influenced by a number of factors including:

- Demography
- Increasing demands and complexities
- Increased prevalence of long-term conditions
- Advances in technology
- Developments in therapeutics and interventions
- Strategic policy and direction including, for example:

*A Healthier Future: A Twenty Year Vision for Health and Wellbeing in Northern Ireland* (DHSSPS, 2004)

*Modernising Nursing Careers – Setting the Direction*, (DH, 2006)

*Improving the Patient and Client Experience* (DHSSPS, 2008). Produced for DHSSPS by NIPEC in partnership with RCN

*Delivering the Bamford Action Plan 2012-2015* (DHSSPS, 2012). *Delivering Excellence Supporting Recovery: Professional Framework for Mental Health Nursing 2011-2016* (DHSSPS, 2010)

*Workforce Learning Strategy for the Northern Ireland Health and Social Care Services 2009-2014*. (DHSSPS, 2009)

*A Partnership for Care. Northern Ireland Strategy for Nursing and Midwifery 2010-2015* (DHSSPS, 2010)

*Midwifery 2020. Delivering Expectations* (DH, 2010)

*Transforming Your Care: A Review of Health and Social Care in Northern Ireland* (DHSSPS, 2011)

*Promoting Good Nutrition. A Strategy for good nutritional care for adults in all care settings in Northern Ireland 2011-2016* (DHSSPS, 2011)

*Quality 20:20. A 10 year Strategy to Protect and Improve Health and Social Care in Northern Ireland* (DHSSPS, 2011)

*Strengthening the Commitment, the UK Modernising Learning Disability Nursing Review*, (DH, DHSSPS, Llywodraeth Cymru Welsh Government and The Scottish Government, 2012)

*A Strategy for Maternity Care in Northern Ireland 2012-2018.* (DHSSPS, 2012)

*Fit and Well – Changing Lives* (DHSSPS, 2012).

A modern nursing and midwifery workforce must be able to respond rapidly to change associated with these factors, and deliver high quality care, learn lessons from independent inquiries and strive to improve within a challenging financial context that demands additional efficiency and performance.

As a result, there is a need to continue to focus on the development of the nursing and midwifery workforce so that practice, education and development can reflect need at individual, community and population levels.

As a regional enabler, NIPEC is well placed to facilitate and support development of these professions within the stretching change agenda.

NIPEC strives to maximise the impacts of the outcomes of its work on the nursing and midwifery workforce. In a concerted effort to achieve this NIPEC will ensure the effective use of resources, capitalise on the benefits of working collaboratively with its stakeholders and continue with its intention to deliver high quality work products and outcomes informed by key strategic direction and policy within agreed timescales.

## **2. NIPEC's VISION AND MISSION STATEMENT**

### **VISION**

*NIPEC will continue to act as a 'beacon' for the ongoing development of the nursing and midwifery professions in Northern Ireland.*

### **MISSION**

*NIPEC aims to improve standards of practice, education and professional development of nurses and midwives to facilitate their delivery of safe, effective and person-centred care.*

### 3. NIPEC's VALUES

NIPEC is a person-centred organisation, guided by a set of important values that directly impact on what we do and how we do it.

Our values, summarized below, are to:

- be transparent, open and impartial, acting with integrity and objectivity in the delivery of the responsibilities of NIPEC
- provide leadership that will have a positive impact on the nursing and midwifery professions
- be accessible and work collaboratively with individuals and interested organisations
- be accountable to the DHSSPS, public, stakeholders and staff for the activities of NIPEC its stewardship of public funds and the extent to which key performance targets and objectives have been met
- be open-minded and innovative in our approach to our work
- promote a culture of equality and diversity
- maximise value for money through propriety and good stewardship of public funds ensuring the delivery of cost effective and efficient services within available

resources, and with independent validation of performance achieved wherever possible.

### 4. ACCOUNTABILITY

NIPEC is accountable to the Minister, via the Department of Health and Social Services and Public Safety (DHSSPS). The DHSSPS Human Resources Directorate is the sponsoring department for NIPEC, but the organisation is also accountable to the Chief Nursing Officer in relation to professional issues.

### 5. BUSINESS PLAN 2014-2015

This document outlines NIPEC's Business Plan for 2014-2015. The business objectives are set within NIPEC's strategic key corporate areas:

- **Practice**
- **Education**
- **Professional Development**
- **Advice and Guidance**
- **Engagement, Partnership and Communication**
- **Governance and Performance**
- **Information**
- **Evidence**
- **NIPEC's Workforce.**

In addition, within the section of this Business Plan dealing with corporate resources, a description is provided of the resources and mechanisms NIPEC will employ to perform its organisational activities effectively.

This Business Plan will assist in implementing the second year of the NIPEC Corporate Plan, which sets out the vision and aims of the organisation for the period 2013-2016. To facilitate the reader NIPEC's strategy map is included at page 8. The strategy map is a diagrammatic representation of NIPEC's strategic vision and reflects the interrelationship of NIPEC's mission, core functions and strategic objectives.

During the business planning cycle for 2014-2015 certain business planning requirements were set by DHSSPS for all Arms's Length Bodies (see Annexe 2). These have been discussed and interpretations agreed between NIPEC and its sponsoring branch.

The Business Plan 2014-2015 represents a challenging agenda at an exciting time for NIPEC, which will enable it to contribute to the wider Health and Personal Social Services (HPSS) modernisation and change agenda, as well as addressing its corporate mission to improve standards of practice, education and professional development of nurses and midwives to facilitate delivery of safe, effective, person-centred practice. Given the rapidly changing context of health and social care delivery in Northern Ireland, NIPEC's business in the 2014-2015 year must continue to be proactive and credible. NIPEC has a reputation of producing work which is of significance and value to the professions. This is as a result of deliberate attention to

collaborative and close working with our key stakeholders, which NIPEC proposes to continue and, where appropriate, enhance as opportunities arise.

NIPEC endorses the fundamental concept that well supported and developed nurses and midwives will deliver better safe, effective and person-centred care. The key corporate areas of the Business Plan aim to address different aspects of that concept, through the provision of strategic leadership and implementation of a proactive, flexible and responsive work programme. The aim of supporting the best nursing and midwifery care for the population of Northern Ireland continues to be a core aspect of NIPEC's business. It achieves this by contributing to improvements in standards through its work programme.

During late 2013 the DHSSPS informed NIPEC that arrangements were being put in place to undertake a review of NIPEC. At this stage, in the absence of definitive detail on the review process, NIPEC therefore can only note that the outcome of the review is likely to have a significant impact on both this Business Plan and NIPEC's Corporate Plan 2013-2016. Therefore, when the outcome of the review is known, NIPEC will respond appropriately and make any necessary adjustments to both of these plans.

This will be the final year of the implementation of the 'Executive's Budget' for the four-year period from April 2011 to March 2015. Which sets out the NI Executive's spending plans against a backdrop of significant reductions in the level of

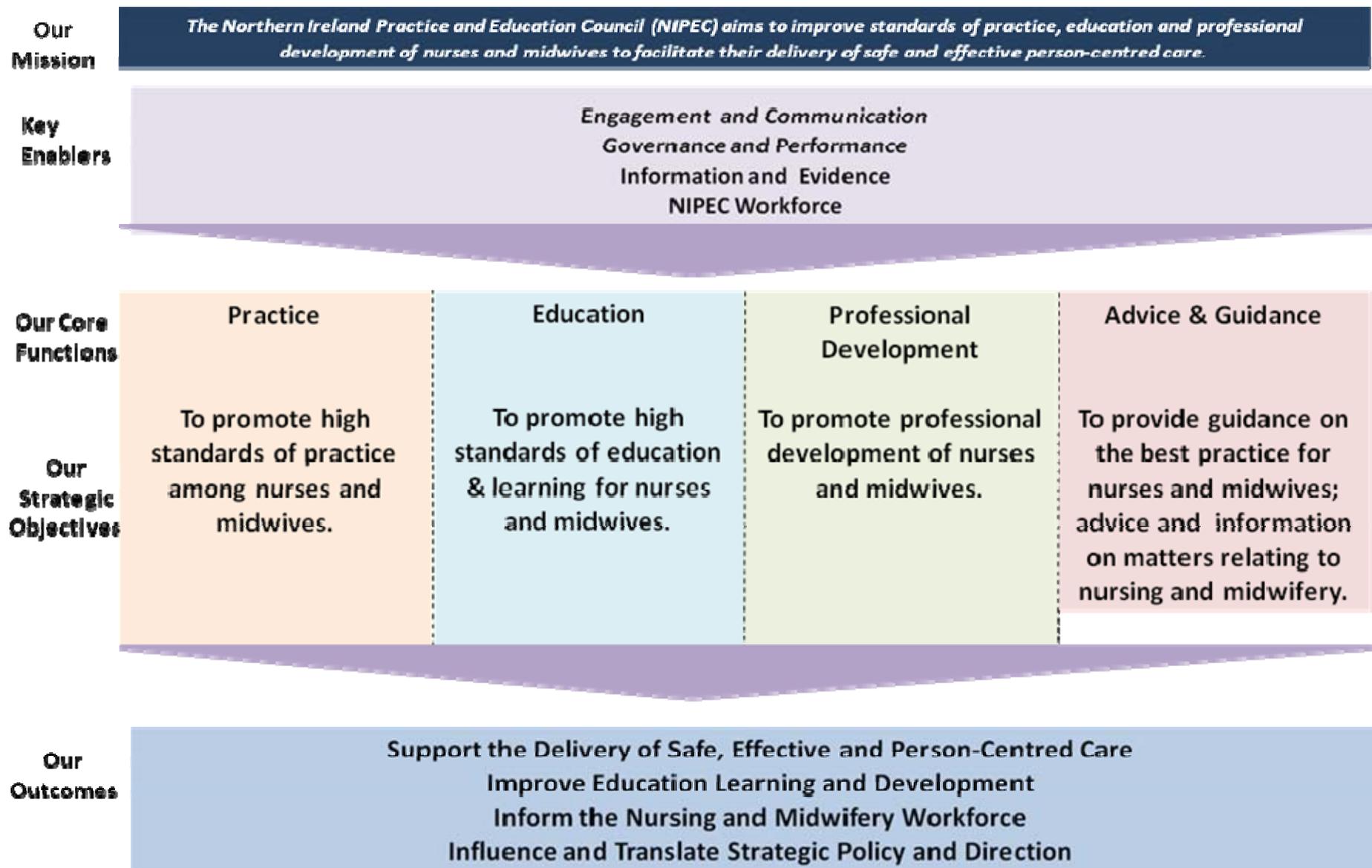
funding available to public bodies as a result of the UK Coalition Government's deficit reduction plan.

Whilst the Executive has stated that it would protect the 'health' element of the DHSSPS spend significant efficiencies and saving will still have to be achieved by NDPBs such as NIPEC over this four-year period. This year's Business Plan objectives, therefore, have had to be set against these continued unprecedented financial pressures which face HSC organisations. NIPEC - as a public body - is committed under its governance, to not only function within the financial funding available to it, but also to achieve better value for money using Centres of Procurement Expertise (COPE).

Implementation of any Business Plan is hugely dependent on the staff within the organisation and NIPEC is indeed fortunate to have staff who are extremely committed and professional and who bring an abundance of energy and creativity to their work.

NIPEC has identified a number of key priority actions for 2014-2015. These are detailed in the following pages and will be achieved through a range of activities at strategic, operational and advisory levels.

## NIPEC - Strategy Map 2013 - 2016



## 6. BUSINESS OBJECTIVES 2014-2015

### 6.1 Practice

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To promote high standards of practice among nurses and midwives.</b></p>	<p>Complete a work plan of projects/initiatives - within agreed timescales - which facilitate nurses, midwives and organisations in delivery of safe, effective and person-centred care.</p> <p>Assess the impact of specified project/work-streams as appropriate</p>	<p>Provide a range of activities and events to support the development of nursing and midwifery practice through agreed workshops and events, including the Ward Sister/Charge Nurse and Team Leader Conference and NIPEC's Annual Conference.</p> <p>In keeping with NIPEC's work plan for 2012-2015 NIPEC will lead, develop and facilitate regional projects and initiatives within the broad categories of modernisation, professionalism, education and safe and effective practice. These projects and initiatives aim to enable improvements in nursing and midwifery practice through:</p> <ul style="list-style-type: none"> <li>• engagement with relevant stakeholders to identify, complete and evaluate regional projects and initiatives</li> <li>• development and dissemination of relevant resources</li> <li>• apply NIPEC's Impact Measurement Framework on a minimum of one occasion during the year.</li> </ul> <p>NIPEC will support registrants and organisations in identifying aspects of practice and performance to develop and implement enhancements and/or improvements in practice through, for example:</p> <ul style="list-style-type: none"> <li>• supporting revalidation for nursing and midwifery staff</li> <li>• supporting HSC Trusts as they continue to implement</li> </ul>	<p>March 2015</p>

		<p>the electronic resources of the Improving Record Keeping mini-site in a range of agreed care settings</p> <ul style="list-style-type: none"> <li>• contribute to the monitoring of the progress and implementation of the recommendations of <i>Delivering Excellence Supporting Recovery: A Professional Framework for Mental Health Nurses in Northern Ireland 2011 – 2016</i> (DHSSPS, 2010)</li> <li>• through engagement with stakeholders explore the potential need for work focusing on the impact of lone working on nurses and midwives.</li> </ul>	<p>March 2015</p>
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## 6.2 Education

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To promote high standards of education and learning for nurses and midwives.</b></p>	<p>Work in partnership to</p> <ul style="list-style-type: none"> <li>• assure the fitness and appropriateness of relevant education programmes for the learning and development of nurses and midwives</li> <li>• develop tools and resources to provide support for education and learning of the workforce.</li> </ul>	<p>Quality assure an agreed sample of DHSSPS-commissioned education, learning and development of practice activities (non-NMC approved) and submit a report to DHSSPS.</p> <p>Enhance NIPEC’s website <a href="http://www.nipec.hscni.net">www.nipec.hscni.net</a> to maximise the use of up-to-date technologies to support the learning and development of nurses and midwives.</p> <p>Promote online Portfolio sessions for all registrants across all sectors.</p> <p>Review the Practice and Quality database <a href="http://www.nipec.org">www.nipec.org</a> .</p> <p>Provide updates for Senior Nurses and Midwives.</p> <p>Take steps to promote the ongoing implementation of the regionally accepted process for NIPEC’s (2013) Learning Agreement.</p> <p>Host/lead an event to increase the profile of the QA process.</p> <p>Raise with CNMAC potential need in relation to interprofessional education.</p>	<p>March 2015</p>

### 6.3 Professional Development

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To promote professional development of nurses and midwives.</b></p>	<p>Work in partnership to</p> <ul style="list-style-type: none"> <li>• produce resources which promote and support the professional development of nurses and midwives</li> <li>• support the implementation and evaluation of the tools and resources of NIPEC's work.</li> </ul>	<p>Support the DHSSPS and the health and social care system in addressing the nursing and midwifery workforce development and practice implications associated with the implementation of the recommendations of <i>Transforming Your Care: A Review of Health and Social Care in Northern Ireland</i> (DHSSPS, 2011).</p> <p>Support the modernisation of the registrant workforce, through engagement and collaboration with stakeholders in relation to:</p> <ul style="list-style-type: none"> <li>• <i>Delivering Excellence Supporting Recovery: A Professional Framework for Mental Health Nurses in Northern Ireland 2011– 2016</i> (DHSSPS, 2010)</li> <li>• <i>A Partnership for Care. Northern Ireland Strategy for Nursing and Midwifery 2010-2015</i> (DHSSPS, 2010)</li> <li>• <i>Strengthening the Commitment, the UK Modernising Learning Disability Nursing Review</i> (DH, DHSSPS, Llywodraeth Cymru Welsh Government &amp; The Scottish Government, 2012) and in association with this provide on-going support to the DHSSPS' Nursing Officer carrying a portfolio for Learning Disabilities, to take forward the implementation of the forthcoming NI Action plan</li> <li>• <i>A Strategy for Maternity Services in Northern Ireland (2012 – 2018)</i></li> </ul>	<p>March 2015</p>

		<ul style="list-style-type: none"> <li>• <i>Transforming Your Care: A review of health and social care (2011).</i></li> </ul> <p>Participate in the work of the Quality 2020 Regional Implementation Group.</p> <p>Continue to support the implementation of Quality 2020 by specifically bringing to a successful conclusion work aimed at the development of an Attributes Framework.</p> <p>Progress the development of an Advanced Nursing Practice Framework.</p> <p>Progress a work-stream to support the development of a career pathway for nursing and midwifery.</p> <p>Work collaboratively with NIMDTA to progress a proposal to respond to the needs of practitioners in relation to raising and escalating concerns.</p> <p>Provide project management support the DHSSPS in its' development of a workforce plan for nursing and midwifery.</p> <p>On at least two occasions input to leadership programmes which are targeted at nurses and midwives.</p> <p>Continue to offer support to the development of ward sisters, charge nurses and team leaders.</p>	<p>March 2015</p>
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## 6.4 Advice and Guidance

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To provide guidance on the best practice for nurses and midwives and advice and information on matters relating to nursing and midwifery.</b></p>	<p>Provide advice, guidance and information which</p> <ul style="list-style-type: none"> <li>• facilitates the implementation of strategic policy for the practice of nurses and midwives</li> <li>• support the interpretation and application of legislation</li> <li>• are based on best available evidence.</li> </ul>	<p>Support the professional development of nurses and midwives through the Development Framework website to meet the needs of registrants.</p> <p>Review the nature of enquiries from the public and registrants.</p> <p>Identify recurrent themes emerging from engagement with stakeholders and NIPEC’s enquiries facility and where appropriate, act as a catalyst and an enabler to facilitate relevant work streams for enhanced support and advice, including, for example:</p> <ul style="list-style-type: none"> <li>• <i>Gateway to Nursing Project</i></li> <li>• <i>Delivering Care: A Framework for Nursing and Midwifery Workforce Planning to Support Person-Centred Care in Northern Ireland.</i></li> </ul> <p>Take steps to raise the profile of the Core Competency Framework for Safeguarding Children and Young People.</p> <p>Continue to progress work in regard to bereavement pathways, care management and support for pregnancy loss.</p> <p>Review and update NIPEC’s Organisational Guide: Practice and Quality Improvement Activity, (NIPEC 2007). Website <a href="http://www.nipec.hscni.net">www.nipec.hscni.net</a> .</p>	<p>March 2015</p>

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## 6.5 Engagement, Partnership and Communication

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To work with stakeholders to support the practice, education and professional development of nurses and midwives.</b></p>	<p>Continue to engage effectively, communicate and work in partnership with stakeholders across all sectors locally, nationally and internationally.</p>	<p>Review the effectiveness of one of NIPEC’s partnerships employing the Partnership Framework and acting on the action plan.</p> <p>Demonstrate consideration and application of patient and public involvement, where relevant, in work streams.</p> <p>Maintain and enhance our communications and engagements with stakeholders through:</p> <ul style="list-style-type: none"> <li>• promotion of conferences, events and launch of tools and resources</li> <li>• hosting NIPEC’s Annual Conference and stakeholder event</li> <li>• maintaining and actively increasing opportunities for engagement with senior nurse and midwifery leaders.</li> </ul> <p>Maintain the strategic position of NIPEC with the key stakeholders by:</p> <ul style="list-style-type: none"> <li>• participating in strategic level forums</li> <li>• strengthening regional, national and ROI strategic level nursing and midwifery networks</li> <li>• continue to chair a Steering Group, with the Scottish</li> </ul>	<p>March 2015</p>

		<p>Government Nursing and Midwifery Group and NHS Education for Scotland, to evaluate the <i>Leading Better Care Project</i> (2013-2015)</p> <ul style="list-style-type: none"> <li>• host and facilitate a regional level Forum for senior nurses working in the Independent and Voluntary sectors.</li> </ul> <p>Increase communication between front-line nursing and midwifery staff and NIPEC; this will include:</p> <ul style="list-style-type: none"> <li>• arranging Council meetings external to NIPEC premises; inviting nursing and midwifery staff through public notices to attend</li> <li>• producing and disseminating two issues of <i>NIPECNews</i> within the year</li> <li>• issuing monthly Senior Nurse/Midwife Current Awareness from NIPEC (<i>SCAN</i>) publication and widening dissemination.</li> </ul> <p>Increase efficiency through the enhanced use of ICT across NIPEC's work-streams.</p> <p>Explore with the CNO the potential for NIPEC to be involved in the development of a tool to measure organisational cultures.</p> <p>Contribute to CNMAC and its sub-groups to inform and influence work in relation to:</p> <ul style="list-style-type: none"> <li>• Research and Development</li> <li>• ICT</li> <li>• Safety, Quality and Experience</li> <li>• Workforce and Education.</li> </ul>	<p>March 2015</p>
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## 6.6 Governance and Performance

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To maintain a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance.</b></p>	<p>Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.</p>	<p>Maintain a strong focus on Business Planning and Risk Management through review and quarterly update of:</p> <ul style="list-style-type: none"> <li>• Assurance Framework</li> <li>• Operational Risk Register.</li> </ul> <p>Produce a new Corporate Plan for the period 2016-2019 and review the Business Plan 2014-2015 following the outcomes from the DHSSPS consultation exercise on the role and functions of NIPEC.</p> <p>Production of an Annual Business Plan 2015-2016.</p> <p>Ensure that NIPEC delivers its share of the Comprehensive Saving Review (CSR) efficiencies and savings as per the funding allocated from the DHSSPS through:</p> <ul style="list-style-type: none"> <li>• delivery of efficiencies and savings via robust financial governance arrangements</li> <li>• demonstrating Value For Money through effective use of resources and purchasing practices during projects and initiatives</li> <li>• achieving ‘financial break-even’ for the year</li> <li>• obtaining an unqualified report from the Northern Ireland Audit Office on the Final Accounts.</li> </ul>	<p>March 2015</p>

		<p>Continue to ensure that NIPEC adheres to the appropriate Statutory and Regulatory requirements by demonstrating compliance with statutory and regulatory duties in respect of:</p> <ul style="list-style-type: none"> <li>• Production of the Annual Report and Accounts.</li> <li>• Equality.</li> <li>• Freedom of Information (FOI).</li> <li>• Disability Discrimination Act (DDA).</li> <li>• Data Protection Act (DPA).</li> <li>• Records Management.</li> <li>• Bribery Act.</li> <li>• Privacy Impact Assessment (PIA).</li> <li>• Control Assurances compliance.</li> <li>• Property Asset Management Plan</li> </ul> <p>Monitor and continue with the implementation of the organisational e-learning programmes, which are hosted on the NIPEC website for both staff and Council members.</p> <p>Ensure the safeguarding of, and the proper and effective use of public funds, together with the stewardship of assets and resources through:</p> <ul style="list-style-type: none"> <li>• monitoring and reviewing NIPEC policies and procedures</li> <li>• demonstrating Value For Money through effective use of resources and purchasing practices</li> <li>• keeping the asset location register up to date and checking it annually against Business Services Organisation asset records.</li> </ul> <p>Taking forward actions arising from the implementation of NIPEC's Disability Action Plan.</p>	<p>March 2015</p>
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		<p>Adhere to the DHSSPS Accountability Review process to ensure that NIPEC meets its statutory functions by participating in:</p> <ul style="list-style-type: none"> <li>• Accountability Review meetings and providing relevant and appropriate evidence to support and enhance the review process.</li> </ul> <p>Take forward, as appropriate to NIPEC, the implementation of further software developments from the BSTP systems i.e. FPL and HRPTS.</p> <p>Support NIPEC's Chair in collating the evidence for inputting/populating the DHSSPS template in regard to the Council's 'Annual Self Assessment Return'.</p> <p>Report to Council on the results of the post project evaluation (PPE) of NIPEC's Accommodation Review.</p>	<p>March 2015</p>
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## 6.7 Information

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To ensure that information is managed effectively to support NIPEC’s strategic and operational objectives.</b></p>	<p>Continue to meet legislative and statutory requirements to support the production, management, dissemination and retention of relevant information.</p>	<p>Develop and launch NIPEC’s new website <a href="http://www.nipec.hscni.net">www.nipec.hscni.net</a> to maximise the availability and accessibility of information to support the practice, education and professional development of nurses and midwives.</p> <p>Enhance Information Communication and Technology (ICT) provision to meet the functions of the organisation by:</p> <ul style="list-style-type: none"> <li>• ensuring effective ICT asset security, contingency plans and data/information management</li> <li>• monitoring performance of the system and addressing problems.</li> </ul> <p>Establish a baseline in relation to NIPEC’s use of social media in supporting the delivery of its core functions and on the basis of the findings develop a targeted improvement plan.</p>	<p>March 2015</p>

## 6.8 Evidence

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To ensure that NIPEC’s functions are underpinned by research and available evidence.</b></p>	<p>Continue and strengthen a culture of critical enquiry through the use of</p> <ul style="list-style-type: none"> <li>• best available evidence</li> <li>• feedback from stakeholder engagement.</li> <li>• other relevant information sources</li> </ul>	<p>Implement an agreed action plan to encourage further evidence- based practice across NIPEC.</p> <p>Work collaboratively with key stakeholders to develop evidence-based guidance and resources as required.</p> <p>Undertake a literature review in regards to public health approaches by nurses and midwives.</p> <p>Update NIPEC’s systematic review of NI Public Inquiries and Reports. (NIPEC, 2009.)</p>	<p>March 2015</p>

## 6.9 NIPEC's Workforce

Strategic Objective (2013-2016)	Priorities for 2013-2016	Actions – Year Two 2014-2015	Completion Date
<p><b>To ensure a competent and valued workforce within NIPEC.</b></p>	<p>Continue to support and maintain a competent and professional workforce delivering on NIPEC's strategic objectives.</p> <p>Maintain a fully integrated planning and performance management approach to promote and support continuous improvement and learning.</p> <p>Work with trade unions via the Joint Negotiating and Consultative Committee to take account of staff interests.</p>	<p>Ensure effective internal communication with staff.</p> <p>Ensure Human Resource policies and practice processes are updated in line with requirements, through Business Services Organisation and Joint Negotiating and Consultative Committee.</p> <p>Ensure that the Knowledge and Skills Framework (DH, 2004) continues to underpin NIPEC's appraisal systems and test the utility of HRPTS as part of the staff appraisal process.</p> <p>Prepare for liP re-accreditation in 2015.</p> <p>Evaluate the effectiveness of the revised organisational structure within NIPEC.</p> <p>Ensure opportunities are provided for NIPEC's Council and staff to engage in the DHSSPS review of NIPEC.</p>	<p>March 2015</p>

## 7. CORPORATE RESOURCES

### Introduction

NIPEC will seek to deliver this Business Plan within its revenue and capital approved budget allocations. We are acutely aware of our stewardship responsibilities in relation to the range of resources allocated to us and the coordination and planning needed to ensure that the organisation functions within its Revenue Resource Limited (RRL) and Capital Resource Limited (CRL).

NIPEC has been advised of an indicative revenue budget of £1,393,911 for the financial year 2014-2015 to cover both financial and human resources.

CRL is now established on a zero based budgeting approach for all Arm's-Length Bodies, bids under the categories of contractual commitments, essential projects and desirable projects have to be submitted for DHSSPS consideration.

### Service Level Agreements

A component of NIPEC's efficiency strategy is that a number of core support services have elements of work outsourced to another organisation under Service Level Agreements. These are:

- **Business Services Organisation (BSO)**
  - Finance (*Payments, Salaries, production of the Financial Accounts and the Management Accounting Statements*)
  - Human Resources
  - Legal
  - Equality
  - Procurement and Logistics (PaLS)
  - Risk Management and Controls Assurances
  - Internal Audit (*Financial Audit and verification of Controls Assurances Standards*)
  
- **Aurion**
  - Maintenance of the 'Development Framework (DF) website
  
- **Informatics – Science and Technology**  
Maintenance of
  - the electronic database for Practice and Quality activities
  - Audit Keeping Record Tool used by HSC Trusts.
  
- **Island Cleaning Services**
  - Commercial Cleaning of Property

NIPEC has procedures and systems in place to monitor its Service Level Agreements.

## **Financial**

In order to ensure that NIPEC adheres to best practice for regularity, propriety and value for money, expenditure and income will continue to be closely monitored. Regular reports will be submitted to NIPEC's Audit and Risk Committee.

As a Non-Departmental Public Body, NIPEC is audited during the year by Internal Audit to ensure that appropriate systems and procedures are in place for both financial and control assurances. At the end of the financial year, NIPEC's Annual Report and Accounts are audited by the External Auditor (Northern Ireland Audit Office).

## **Human Resources**

NIPEC continues to hold Investors in People accreditation and, as an employer, seeks to engender a strong sense of professional fulfilment amongst its staff by examining opportunities for personal development and secondment opportunities.

The internal organisational structure is kept under constant review to ensure that it meets NIPEC's needs, and is shown in Annexe 3.

One of the major contributing factors to NIPEC achieving its yearly objectives is that the Corporate Services staff members are an integral part of NIPEC and the work of its professional officers. Over the years, specific skills have been developed in the areas of:

- Events management
- Marketing and publications
- Library and information services
- Website development and enhancement
- Database design and maintenance of the Links Network Database
- Procurement requirements which are specific to NIPEC's activities.

These skills will ensure continued support for the broader range of professional work undertaken by NIPEC.

## **Property and Assets**

NIPEC as a public body will continue to strive to achieve maximum benefit from both its property and assets and keep under review its property Asset Management (PAM) plan for the period 2013-14 to 2018-19.

As a tenant of Centre House, NIPEC last year (November 2013) finalised a new lease for a three year period with a break out clause after year two.

## Information Technology (ICT)

NIPEC currently maintains two websites - [www.nipec.hscni.net](http://www.nipec.hscni.net) and [www.nipecdf.org](http://www.nipecdf.org) - as well as hosting an externally maintained website - the *All-Ireland Practice and Quality Development Database* [www.nipec.org](http://www.nipec.org). NIPEC's ICT infrastructure facilitates electronic communication with the nursing and midwifery professions and the public, thus facilitating individuals and organisations within and beyond Northern Ireland to access and make use of various resources and information.

NIPEC has placed a number of electronic resources within its main website to facilitate the nursing and midwifery profession within the HSC Sector. These resources are contained within 'NIPEC mini-sites' and to date the following have been set up:

- Ward Sister/Charge Nurse
- Record Keeping Practice
- Supervision of Midwives
- Team leader
- Infection Prevention Control
- Infrastructure to Support Learning and Assessment in Practice
- Preceptorship.

A significant proportion of NIPEC's documentation, policies and information regarding the corporate business areas are available on the website and the preferred organisational method of communication continues to be, in the first instance, by electronic means.

## 8. ACCOUNTABILITY AND MONITORING

NIPEC is accountable to the Minister for Health, Social Services and Public Safety via the DHSSPS, where the DHSSPS Human Resources Directorate is the sponsoring department. NIPEC will be monitored by the DHSSPS against the Corporate Strategy and Business Plan, through Accountability Meetings, an Annual Report and other *ad hoc* arrangements.

## 9. CONCLUSION: DELIVERING THE PLAN

The mission of NIPEC is to improve standards of practice, education and professional development of nurses and midwives, thus facilitating the delivery of safe, effective, person-centred practice. This Business Plan sets out our objectives and how these will be achieved.

Strengthening relationships with those who contribute to our goals is a key priority. In delivering this Business Plan, NIPEC will work closely with its partners, both within the HSC and other organisations, particularly those with analogous interests and responsibilities.

NIPEC will continue to promote equity and fairness and will seek to ensure that all those who work for, or interact with, this organisation are treated with respect and due regard to their rights. This Business Plan should, therefore, be read in conjunction with NIPEC's Equality Scheme, available on the website [www.nipec.hscni.net](http://www.nipec.hscni.net).

We will keep this Plan under review and will continue to strive to demonstrate clear accountability for the work we are doing.

## ANNEXE 1

### LEGISLATION

NIPEC was established in 2002 under the Health and Personal Social Services Act as a NDPB, sponsored by the DHSSPS. The Act<sup>1</sup> 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; and
  - (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; and
  - (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.

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<sup>1</sup> Health & Personal Social Services (2002 Act) (Commencement) Order (Northern Ireland) 2002 refers, SR 2002 No.311 (C.25)

## ANNEXE 2

### DEPARTMENTAL BUSINESS OBJECTIVES for 2014/15

<b>Theme/Domain 1: Governance</b>	
<b><u>Objective:</u></b> To maintain and work to strengthen Governance, risk management and control systems	
<b>Milestone</b>	<b>Performance Standard/Actions/Events</b>
<b>1.1 To comply with the Department's ALB business planning and performance monitoring requirements.</b>	<p><b>1.1a</b> Meet the timescales of the Department's ALB business planning process and ensure that draft business plans are with the Department by mid-January each year.</p> <p><b>1.1b</b> Provide the Department with accurate and timely information which meets the Department's performance management &amp; reporting requirements and deadlines.</p>
<b>1.2 Full compliance with the Department's governance requirements and specified timescales.</b>	<p><b>1.2a</b> Compliance with Department's processes and timescales for the completion of :</p> <ul style="list-style-type: none"> <li>• Mid-year Assurance Statements and End year Governance Statements;</li> <li>• Board Governance Self-assessment Tool;</li> <li>• NAO Audit Committee Checklist;</li> <li>• Mid-year and End-year accountability meetings; and</li> <li>• The Controls Assurance Standards process.</li> </ul>

	<p><b>1.2b</b> By 31 March 2015 achieve substantive compliance with the Information Management Controls Assurance Standard.</p> <p><b>1.2c</b> By 31<sup>st</sup> March 2015, carry out an independent evaluation of the Board governance arrangements.</p>
<p><b>1.3 Emergency preparedness/Business continuity</b></p>	<p><b>1.3b</b> During 2014/15 test and review business continuity management plans to ensure arrangements to maintain services to a pre-defined level through a business disruption.</p> <p><b>( Note: It was agreed with NIPEC’s Sponsoring Branch that the testing and review of NIPEC’s Business Continuity Plan undertaken in early 2014 will adequately meet this priority.)</b></p>

## Theme/Domain 2: Resources e.g. Finance; Human Resources; Estate; Information

Theme/Domain 2A: Financial Resources	
<u>Objective: To promote the efficient, economic and effective use of staff, monies, equipment, estates and other resources</u>	
Milestone	Performance Standard/Actions/Events
<p><b>2A.1 Deliver on key Departmental and Executive financial commitments/requirements:</b></p>	<p><b>2A1.a</b> Achieve the financial breakeven target of <b>0.25% or £20k</b> (whichever is the greater) of revenue allocation by March 2015.</p> <p><b>2A1.b</b> Achieve/maintain the minimum standard of paying <b>95%</b> of undisputed invoices within 30 days throughout 2014/15.</p> <p><b>2A1.c</b> Reflecting on the 10 day target set for 2013/14, establish and deliver a realistic 10 day prompt payment target for the organisation, expressed as a percentage of invoices to be paid within 10 working days.</p> <p><b>2A1.d</b> Annual Report and Accounts for 2013/14 to be certified by the C&amp;AG and laid in the Assembly before the 2014 summer recess.</p>
<p><b>2A.2 Deliver accurate financial reports and financial forecasts on a timely basis in accordance with Departmental timescales</b></p>	<p><b>2A 2.a</b> The actual year-end forecast and monthly profiled financial forecast of expenditure provided to DHSSPS</p>

	<p>each month is prepared on a robust basis and that any variances <b>+/- 5%</b> of the previous month's forecast are fully explained.</p> <p><b>2A 2.b</b> The monthly year-end financial forecast as at September 2014 (and subsequent months) should be within <b>+/- 0.5%</b> of the final outturn.</p>
<p><b>2A.3 - Improve Efficiency and Value for Money</b></p>	<p><b>2A 3.a</b> Delivering productivity and cash releasing efficiencies as set out in 2014/15 Savings Plans, by March 2015.</p> <p><b>2A 3.b</b> Developing plans to deliver efficiencies (productivity and cash releasing) in 2015/16 by 30 June 2014.</p> <p><b>2A 3.c</b> For capital, external consultancy/revenue business cases, ensure that submission to the Department is in line with agreed timeframes.</p> <p><b>2A 3.d</b> Ensure that a suitable skills base is maintained/developed to develop business cases and provide written assurance to NIPEC's Council by March 2015.</p>

<p><b>2A.4 - Ensure compliance with public procurement policy</b></p>	<p><b>2A 4.a</b> Ensure STAs &gt;£30k are publicly published on a monthly basis in line with CPD requirements.</p> <p><b>2A 4.b</b> Establish a process by June 2014 to provide assurance to NIPEC’s Council that it has adopted and maintained good procurement practice, as specified in the Department’s Review of Procurement, or as separately promulgated by the Department. Report to the Council in September 2014 and March 2015 on this matter. <i>(This should include consideration of DFP and Departmental requirements/guidance such as Procurement Guidance Notes as set out in HSC Finance circulars, Procurement Estates Letters (PELs) and the Ministerially approved recommendations in the Department’s Review of Procurement).</i></p>

<b>Theme/Domain 2B: Estate Management</b>	
<b>Objective: To promote the efficient, economic and effective use of resources</b>	
<b>Milestone</b>	<b>Performance Standard/Actions</b>
<b>2B.1 Assets &amp; Estate Management</b>	<p><b>Ensure property costs demonstrate value for money:</b>  <b>2B.1 (a)</b> Submit a Property Asset Management Plan, in line with Department requirements, to the Department on 30<sup>th</sup> April 2014.</p> <p><b>Dispose of surplus assets in line with current Guidance:</b>  <b>2B.1 (b)</b> Updates to current, planned and potential annual disposal plans to be submitted to the Department on a quarterly basis.</p>
<b>2B.2 Sustainable Development</b>	<p><b>To support the DHSSPS Sustainable Development Duty:</b>  <b>2B.1 (a)</b> To submit a Sustainable Development Report, in line with Department requirements, by 30<sup>th</sup> April 2014.</p>

Theme/Domain 2C: Human resources	
<u>Objective:</u> To promote the efficient, economic and effective use of resources	
Milestone	Performance Standard/Actions/Events
2C.1 Staff Sickness Absence	2C.1 (a) Reduce or maintain staff absence rates to <b>4.75%</b>
2C.2 Staff appraisal/development	2C.2 (a) By 30 <sup>th</sup> June 2014 <b>90%</b> of staff to have had an annual appraisal of their performance during 2013/14 and an agreed personal development plan for 14/15.

Theme/Domain 3: Quality	
<u>Objective:</u> To Provide High Quality Services	
Milestone	Performance Standard/Actions/Events
3.1 Quality 2020	3.1a By September 2014, to publish an individual ALB 2013/14 Annual Quality Report.  <b>(Note: Mindful of NIPEC's unique role and remit within the HSC, clarification is awaited from its' Sponsoring Branch, on the expected contents of this type of report)</b>

## Theme/Domain 4: Nursing and Midwifery

**Objective:** To promote high standards of education and learning for the nursing and midwifery workforce

<b>Milestone</b>	<b>Performance Standard/Actions/Events</b>
<p><b>4.1 NIPEC to work closely with the Department, PHA and HSCTs, to agree key professional priority areas of work which facilitates nurses, midwives in their delivery of safe effective and person care.</b></p>	<p><b>4.1 a</b> During 2015 complete a work plan of time framed initiatives /projects which facilitates nurses, midwives in their delivery of safe effective and person centred care. (please refer to 6.1)</p>
<p><b>4.2 NIPEC to work closely with the Department, PHA and HSCTs, to agree key professional priority areas of work to be delivered and to lead the programme of work relating to recording care.</b></p>	<p><b>4.2 a</b> To work closely with Trusts, PHA and BSO in the development and initial testing of an electronic solution to the acute nursing record by March 2015.</p> <p><b>4.2 b</b> In partnership with key stakeholders, continue to lead in the rolling out of the recording care improvement programme of work (using the existing electronic framework) across mental health, learning disability and children's' nursing, agreed by CNO during the 2014/15 year.</p>
<p><b>4.3 NIPEC should professionally lead work in partnership with the PHA and Trusts to develop Normative Nurse Staffing</b></p>	<p><b>4.3 a</b> To work closely with Trusts, PHA and HSCB to develop normative staffing ranges for Health Visiting to secure the delivery of the service model detailed within the Departmental Strategy 'Healthy Futures' by March 2015.</p>

	<p><b>4.3b</b> To work closely with Trusts, PHA and HSCB to develop normative staffing ranges for District Nursing by March 2015</p>
<p><b>4.4NIPEC to work in partnership to assure the fitness and appropriateness of relevant education programmes for the learning and development of nurses and midwives.</b></p>	<p><b>4.4 a</b> By March 2015, to lead and deliver on the quality assurance monitoring of DHSSPS commissioned education, learning and practice activities which are not subject to NMC approval. (please refer to 6.2)</p>

## **ANNEXE 3**

### **COUNCIL MEMBERSHIP**

#### **Chair**

Professor Carol Curran

#### **Executive Member**

Dr Glynis Henry, Chief Executive

#### **Professional Members**

Ms Catherine Rice

Mrs Deirdre McNamee (**Chair of Audit and Risk Committee**)

Dr Marina Lupari

Mrs Jinna Brownlees

Mrs Ruth Burrows

Mrs Lisa Houlihan

Mr Patrick McGreevy

Mrs Deborah Oktar-Campbell

#### **Lay Members**

Dr Vinod Tohani (**Deputy Chair of Audit and Risk Committee**)

Ms Alison Baxendale (**Deputy Chair of NIPEC**)

Ms Maureen Clark

Mr Paul Davidson

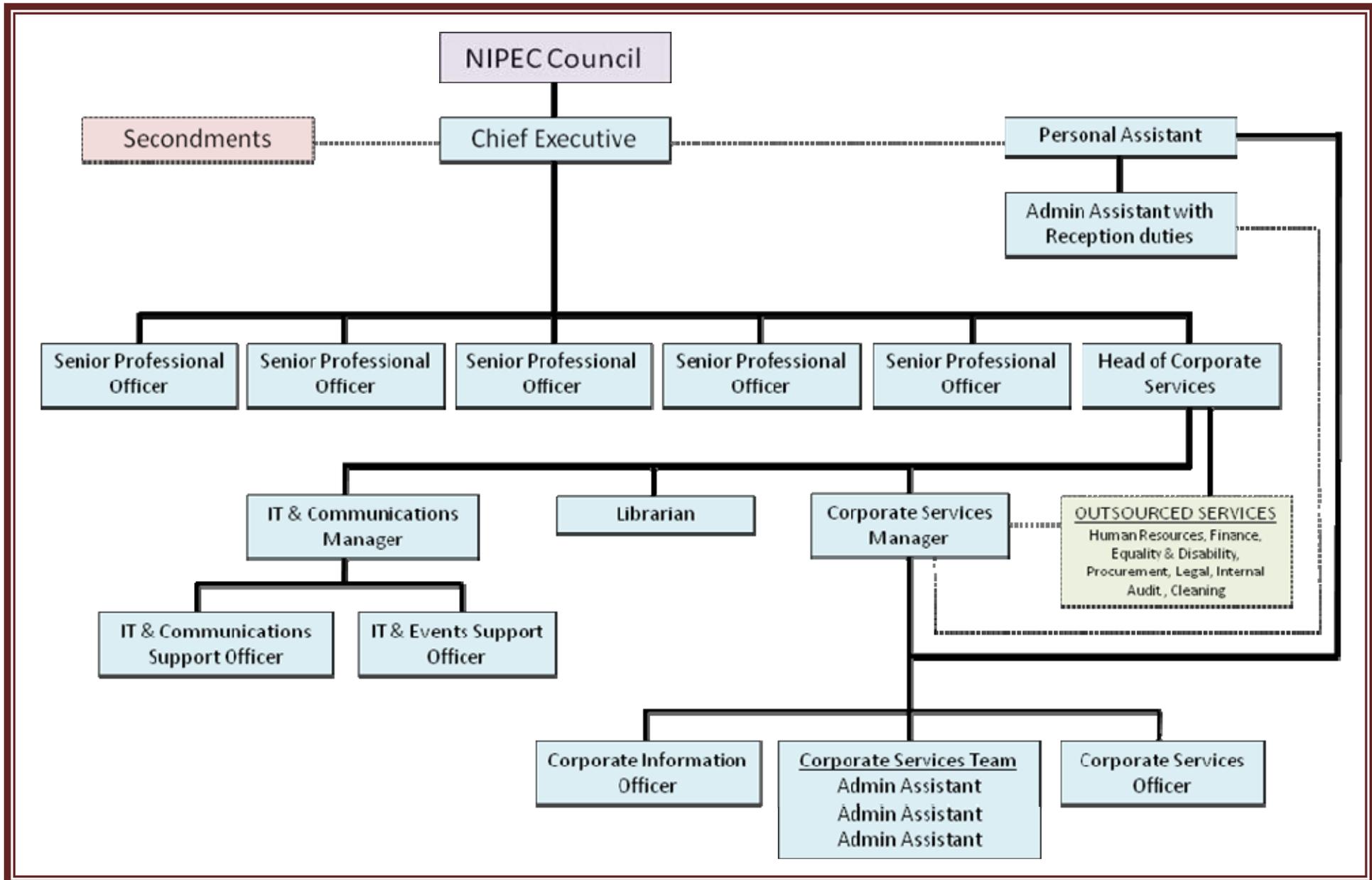
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#### **Ex Officio Member**

Chief Nursing Officer, DHSSPS

**ANNEXE 4  
STAFF ORGANSIATIONAL STRUCTURE CHART**



## ANNEXE 5

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For further Information, please contact

**NIPEC**

Centre House  
79 Chichester Street  
BELFAST, BT1 4JE

**Tel:** 028 9023 8152

**Fax:** 028 9033 3298

This document can be downloaded from the NIPEC website  
[www.nipec.hscni.net](http://www.nipec.hscni.net)

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