



**The Northern Ireland Practice and Education Council for
Nursing and Midwifery**

ANNUAL BUSINESS PLAN 2015 – 2016

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 practice.



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Introduction

NIPEC's Annual Business Plan 2015/16 details how we will make best use of our resources to achieve our strategic objectives, as set out in our Corporate Plan 2013-2016.

It also details how we plan to improve how we work by:

- Continuing to strengthen a culture of critical enquiry through the use of best available evidence, feedback from stakeholder engagement and other available information sources
- Promoting and facilitating innovation and reform
- Maintaining competent and professional staff and promoting and supporting continuous improvement and learning
- Ensuring that NIPEC's functions are underpinned by a robust governance and accountability framework

This Plan focuses on major new and ongoing work-streams for 2015/16, incorporating DHSSPS requirements and stakeholders' needs. It is not however intended to cover every aspect of NIPEC's work.

NIPEC's Purpose Vision and Values

During 2015/16 NIPEC will continue to work/be guided by our purpose, vision and values.

Our Purpose

NIPEC was established in 2002 under the Health and Personal Social Services Act Northern Ireland (2002) as a Non-Departmental Public Body (NDPB) sponsored by the Department of Health, Social Services and Public Safety (DHSSPS).

NIPEC's Statutory Responsibilities

To promote:

- high standards of practice among nurses and midwives
- high standards of education and learning for nurses and midwives
- professional development of nurses and midwives

and provide:

- guidance on best practice for nurses and midwives
- advice and information on matters relating to nursing and midwifery

Source: *Health and Personal Social Services Act Northern Ireland (2002)*

Achievement of NIPEC's statutory responsibilities are also laid out within its 'Management Statement & Financial Memorandum' as approved by the Minister of Health, Social Services & Public Safety and DFP which sets out the rules and guidance relevant to the exercise of NIPEC's functions, duties and powers as well as to how it is held to account for its performance.

Our Vision

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

Our Values

- 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 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.

Strategic Context

This Annual Business Plan 2015/16 represents an exciting and challenging agenda for NIPEC. The priorities and key actions included in this Plan will enable NIPEC to contribute to the ambitious programme of reform to improve health and social care services for people in Northern Ireland, outlined in a range of strategic policies and reviews including *Transforming Your Care* (DHSSPS, 2011a); *Quality 2020* (DHSSPS, 2011b); *A Strategy for Maternity Care in Northern Ireland 2012-2018* (DHSSPS, 2012); the Public Health Framework, *Making Life Better* (DHSSPS, 2014); *The Right Time, The Right Place* (Donaldson et al, 2014) and emerging policy, strategy and regulatory requirements. These include the new DHSSPS Nursing and Midwifery Strategy along with NMC Strategy and Policy, revised NMC Code and Model of Revalidation and recommendations from Public Inquiries and Investigations.

Whilst health and social care services continue to be delivered to the highest standards across a system which is supported by a highly skilled and motivated workforce, there is no room for complacency within a financially constrained system which delivers care against a context of increasing pressures and challenges. Indeed, high profile failures in health care systems and examples of poor quality of care are now regularly portrayed through the media. Reports regarding poor standards of care often bring into question the underpinning values of nursing and midwifery, highlighting the need for nurses and midwives to engage in new ways of working in order to address these issues (DH, 2008; Care Quality Commission, 2010; McCullough, 2011; Francis, 2013; Keogh, 2013; Berwick, 2013; Parliamentary and Health Service Ombudsman, 2013).

In support of the delivery of high quality patient care, NIPEC retains a focus on work developed through robust strategic alliances to translate regional direction and policy into practice and provide resources which strengthen the capacity and capability of the nursing and midwifery professions in Northern Ireland. NIPEC is also committed to effective, positive multi-professional partnership working and collaboration with a wide range of stakeholders from various sectors in order to promote and support the practice, education and performance of nurses and midwives. NIPEC plays a particular role in supporting the vision and objectives of the DHSSPS Chief Nursing Officer in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. In addition, NIPEC responds to organisations who require bespoke work programmes, should specific practice based issues emerge. NIPEC also continues to actively engage in activities to support the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b), which can be demonstrated in its work which is both directly and indirectly associated with the aims and objectives of *Quality 2020*.

During 2014/15, NIPEC delivered against the strategic priorities and objectives presented in the Corporate Plan including:

- submitted NIPEC's first Annual Quality Report in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b)
- the development of guidance on nurse staffing levels in Northern Ireland as part of the *Delivering Care Project*, in partnership with the Public Health Agency and HSC Trusts;
- project management to develop an Attributes Framework on behalf of the Co-chairs of Quality 2020 Task Group 4; Professional Leadership;
- review of the DHSSPS Bereavement Care Plan (2006), in partnership with the DHSSPS;
- project management to develop a Workforce Plan for Nursing and Midwifery (2015-2025);
- development of an Advanced Nursing Practice Framework;
- development of a Career Pathway for Nursing and Midwifery;
- facilitated and supported a Regional Group to agree a set of high level Key Performance Indicators (KPIs) and the parameters for measurement and monitoring to demonstrate the unique contribution of nurses and midwives;
- hosted and facilitated a regional Forum for senior nurses working in the Independent and Voluntary sector;
- quality assured non-NMC regulated and DHSSPS commissioned education and learning activities;
- hosted a series of workshops to identify gaps in post-registration learning and development for Learning Disabilities Nurses, Children's Nurses and Midwives;
- developed a range of tools and resources to enable nurses and midwives to develop their knowledge, skills and behaviours in particular areas of practice;
- submitted responses to consultations on a range of emerging strategies and policies, often facilitating practitioner responses from across Northern Ireland;
- hosted a range of events to promote high standards of practice, education and professional development among nurses and midwives including NIPEC's annual conference and a Ward Sister, Charge Nurse and Team Leader conference.

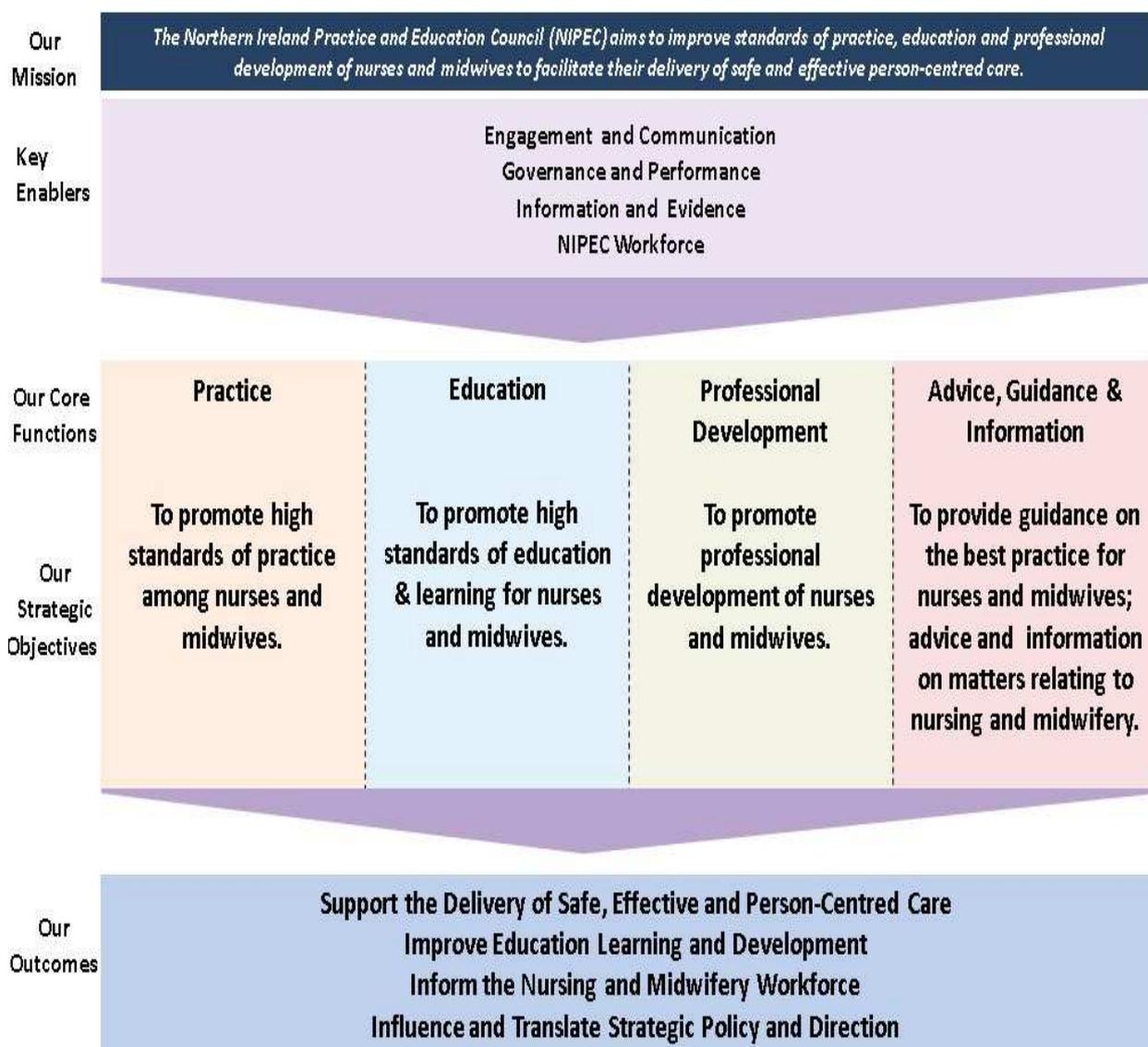
This is not an exhaustive list. The full range of activities is available on NIPEC's website at www.nipec.hscni.net

The period 2015/16 included in this Business Plan will be of particular relevance for NIPEC as it focuses on the final year of the current 2013 - 2016 Corporate Plan. The aforementioned strategic drivers will be used to inform a new and refreshed vision for NIPEC and a Corporate Strategy for the next three years aimed at driving positive change in the delivery of health and social care services for the population of Northern Ireland.

NIPECs Work in 2015/16

In 2015/16 we will continue to focus our work on our core functions and supporting areas, as illustrated in our Strategy Map:

NIPEC - Strategy Map 2013 - 2016



The following sections included in this Plan provide details of the key actions under each of these areas. NIPEC has developed an evidence-based prioritisation matrix which has been used to prioritise these key actions.

Reports on progress against each of these key actions will be submitted on a regular basis to NIPEC's Council.

1. NIPEC's Statutory Responsibility: *Promote High Standards of Practice among Nurses and Midwives*

The NMC requires nurses and midwives to “*provide a high standard of practice and care at all times*” (NMC, 2008; page 7) which translates into delivering care based on the best available evidence or best practice, keeping their skills and knowledge up to date and keeping clear and accurate records. Demographic changes, increasing specialisation, new technologies and other advances in healthcare are impacting on the nursing and midwifery workforce. Nurses and midwives must be responsive and have the ability to adapt to new roles and acquire new knowledge and skills in order to meet the needs of patients and clients, supporting and delivering personalised care across a diverse range of settings. This is an exciting time for nurses and midwives, with increased opportunities to develop practice, in particular to provide more care that is nursing or midwifery-led and is focused on their role within the multi-disciplinary team.

NIPEC's Responsibilities

Due to the strategic positioning and breadth of its stakeholder base, NIPEC is well placed to create high quality innovative solutions which aim to support employers as well as nurses and midwives to enhance professional practice and, in turn, facilitate the delivery of safe, effective and person-centred care. In fulfilling NIPEC's responsibility to promote high standards of practice among nurses and midwives during 2015/16, we will continue to provide strategic leadership and the implementation of a proactive, flexible and responsive work programme. This includes leading or facilitating regional projects and initiatives and developing, monitoring and reviewing resources to enable improvements in professional practice. NIPEC also hosts a range of conferences and events, including NIPEC's Annual Conference and the Ward Sister, Charge Nurse and Team Leader Conference on behalf of the DHSSPS Chief Nursing Officer, to support further development of nursing and midwifery practice.

During 2015/16, NIPEC will continue to strive to maximise the impacts of the outcomes of its work on the nursing and midwifery workforce by ensuring the effective use of resources, working collaboratively with stakeholders and delivering high quality products and outcomes which are informed by key strategic direction and policy within agreed timescales. The impact of many of NIPEC's resources will continue to be measured on a quarterly basis, for example, those which support nursing supervision and record keeping.

NIPEC's Key Priorities for 2015/16:

- 1A.** The continued promotion of high standards of practice among nurses and midwives
- 1B.** The prioritising of its activities, completing a number of work streams designed to support nursing and midwifery staff in the provision of safe, effective, person-centred practice
- 1C.** Assess the impact of specified products as appropriate.

Key actions for 2015/16

Key Priority	Action	Timescale for Completion
1A	Support the necessary steps for all stakeholders to prepare for the introduction of NMC revalidation including regular reporting to the DHSSPS.	31 st March 2016 (work-stream will extend to 16/17)
1A	Develop a range of regional resources to support the implementation of 'A Strategy for Maternity Services 2012-2018' (DHSSPS, 2012) including: <ul style="list-style-type: none"> ▪ A self referral letter for women ▪ An information leaflet for women ▪ A care pathway for women with straightforward pregnancies. 	31 st January 2016 31 st January 2016 31 st March 2016
1B	Recording Care: Lead on a range of work-streams related to the Recording Care Project as follows: <ul style="list-style-type: none"> ▪ Develop and implement a regional Children's inpatient nursing assessment and plan of care document ▪ Scope and develop a regional learning disability inpatient nursing assessment and plan of care document ▪ Secure agreement on a regional model of planning nursing care and pilot test same ▪ Implement the regional Record Keeping Practice e-audit for the CNO Standards for Person Centred Nursing and Midwifery Record Keeping Practice across all care settings. 	31 st March 2016 31 st March 2016 31 st March 2016 Commence March 2016
1B	Develop a Multi-professional Abbreviations Standard.	31 st March 2016
1B	Work with the Nurse Leader's Network to implement recommendations and policy related to Raising Concerns.	31 st March 2016
1B	Develop a Patient/Client Experience Framework to meet the recommendations outlined in the Donaldson Report (2014).	31 st March 2016 (work-stream will extend to 16/17)
1C	Measure the impact of the following (using NIPEC's Impact Measurement Framework): <ul style="list-style-type: none"> ▪ The Respiratory Competence Assessment Tool (R-CAT) ▪ Promoting Good Nutrition Resources. 	31 st January 2016 31 st March 2016

2. NIPEC's Statutory Responsibility: *Promote High Standards of Education among Nurses and Midwives*

The NMC requires that nurses and midwives "...keep (their) knowledge and skills up to date throughout their working life" (NMC, 2008; page 6). The HSC relies on nursing and midwifery education to prepare and maintain competent and caring practitioners who demonstrate professional behaviours and values but also education that continues to develop skills in practice and research throughout professional careers. The provision of effective education and learning for nurses and midwives enables them to deliver evidence-informed care that is safe, person-centred and enhances patients' experiences and outcomes (NES, 2014).

NIPEC's Responsibilities

In fulfilling NIPEC's responsibility to promote high standards during 2015/16, we will continue to undertake a range of activities to assure standards and influence educational developments, providing leadership to the learning and education activities of the registrant population.

During 2015/16, NIPEC will continue to maintain strategic alliances with a range of organisations and contribute to relevant education fora at local, national and international levels, for example; the NMC Education Advisory Group; the DHSSPS' Central Nursing and Midwifery Advisory Committee's (CNMAC) Sub-Committee for Workforce and Education, Education Strategy Group (ESG) and Education Commissioning Group (ECG); to ensure it can influence and support the Northern Ireland Nursing and Midwifery workforce to respond to existing and emerging regulatory policy and strategic priorities.

Significantly, NIPEC will continue to contribute to the work of the NMC and support the implementation of the new Revalidation Model for Nurses and Midwives in Northern Ireland and the development and review of NMC standards, contributing to the development of an NMC Education Strategy. NIPEC will be instrumental in ensuring that educational requirements stemming from the NMC Education Strategy are embedded and included in Continuous Professional Development at local level.

NIPEC will continue to play a vital role in quality assuring non NMC regulated education activities commissioned by the DHSSPS through the Education Commissioning process for Nurses and Midwives during 2015/16. Each year, NIPEC through the DHSSPS, agrees with the ECG, a sample of education activities for quality assurance monitoring. Monitoring is undertaken in accordance with an agreed framework, *The Quality Assurance Framework for Monitoring Development and Education Activities Commissioned by the DHSSPS (Non-NMC Registered or Recorded)*.

NIPEC works in partnership with education providers to undertake monitoring activity. Each activity monitored is benchmarked against eight criteria detailed within the

Framework. A report detailing the findings, and where appropriate, relevant recommendations, is provided to each education provider. NIPEC provides a summary report to the DHSSPS ESG and the ECG on completion of each monitoring cycle.

NIPEC's Key Priorities for 2015/16:

- 2A.** Provide a range of activities to facilitate and develop further the competence of practitioners
- 2B.** Continue to enhance its websites to support nurses and midwives in ongoing continuous professional development and the revalidation requirements of the Nursing and Midwifery Council (NMC)
- 2C.** Promote improved standards of education and development in collaboration with education and service providers
- 2D.** Engage and collaborate with local, national and international strategic education fora.

Key actions for 2015/16

Key Priority	Action	Timescale for completion
2A	Quality Assure using the Quality Assurance Framework for DHSSPS Commissioned Development and Education (2011).	31 st March 2016
2B	Provide resources on NIPEC's website and mini-sites to support nurses and midwives with ongoing continuous professional development and the revalidation requirements of the NMC.	31 st March 2016
2C	Lead an initiative to refresh the Quality Assurance Framework (2011) including: <ul style="list-style-type: none"> ➤ Provide support for QA monitoring leads within the education provider organisation to promote understanding regarding process. 	Commence February 2016. To be completed August 2016
2D	Work in partnership with NMC and Queen's Nursing Institute to review standards for District Nurse Specialist Education which will reflect the complexity of patient needs.	QNI led timescales

3. NIPEC's Statutory Responsibility: Promote the Professional Development of Nurses and Midwives

Professional development is defined as *“the systematic maintenance, improvement and broadening of knowledge and the development of personal qualities necessary for the execution of professional and technical duties throughout the practitioner’s working life”* (Friedman & Phillips, 2010). The NMC requires nurses and midwives to *“take part in appropriate learning and practice activities that maintain and develop your competence and performance”* (NMC; 2008, page 6). Knowledgeable and competent practitioners are vital in ensuring the delivery of safe and effective practice.

A range of policy, regulatory and strategic drivers and changes impact on the nursing and midwifery workforce including; an increase in public health roles; working within integrated teams; changes in modes of service delivery from predominantly acute hospital to community based care; a revised NMC Code; introduction of Revalidation for nurses and midwives and the further development of Advanced and Specialist Practice roles. This is set within a context of ensuring that patient experience remains a key element in the delivery of safe and effective care. Similarly, the changing demographics of our population, the increasing prevalence of long-term conditions and demands, outcome-focused healthcare, advances in medical science, technological change and a focus on prevention and health promotion present a compelling case for change. The development of new services and the reconfiguration of current services are, therefore, essential to ensure the continued provision of the required level of care (DHSSPS, 2011a). Such developments will include using remote technologies; increasing the focus on public health and self-care and enhancing multi-disciplinary and multi-agency working.

NIPEC's Responsibilities

In fulfilling NIPEC's responsibility to promote the professional development of nursing and midwifery during 2015/16, NIPEC will continue to lead the development of a range of resources, through engagement and collaboration with stakeholders. NIPEC is mindful of the current economic constraints and has therefore focussed on the further development of web-based resources. These include NIPEC's Development Framework, a range of mini-websites, competence assessment tools and learning and development and evaluation frameworks. In addition, our online portfolio enables nurses and midwives to keep up-to-date, and will be enhanced to ensure it supports the NMC requirements for registrants for revalidation.

NIPEC's Key Priorities for 2015/16:

- 3A.** Deliver its core function of promoting and encouraging the professional development of nurses and midwives
- 3B.** Develop a range of resources to meet the needs of nurses and midwives
- 3C.** Support the embedding of products in practice.

Key actions for 2015/16

Key Priority	Action	Timescale for completion
3A	Develop an Implementation Plan for the DHSSPS Workforce Plan for Nursing and Midwifery.	30 th Sept 2015
3A	Support the NI Collaborative to progress the actions included within the Northern Ireland Action Plan for Strengthening the Commitment (2014).	31 st March 2016 (work-stream will extend to 16/17)
3A	Review the Midwifery Annual Supervision Toolkit.	30 th November 2015
3A	Host the Career Pathway for Nursing and Midwifery on NIPEC's website and: <ul style="list-style-type: none"> ▪ Deliver and promote awareness sessions ▪ Continuously update in response to the needs of stakeholders. 	31 st March 2016 (on-going promotion and content management)
3A	Professionalism in Nursing and Midwifery: <ul style="list-style-type: none"> ▪ Facilitate regional debate in relation to professionalism in the context of revalidation and the new NMC Code (2015) ▪ Develop and agree a strategic action plan to promote professionalism in the context of revalidation and the new NMC Code (2015). 	30 th December 2015 Commence February 2016
3A	Scope and lead strategic work related to the nursing and midwifery e-health and informatics agenda.	CNO to advise date
3B	Revise NIPEC's Online Portfolio https://nipecportfolio.hscni.net following feedback from the pilots to ensure the needs of registrants and managers are met in relation to NMC revalidation.	31 st October 2015
3B	Develop a Safeguarding Adults Competency Framework for Nurses and Midwives.	Commence February 2016. To be completed September 2016
3B	Develop a Professional Framework for Emergency Care Nursing to include: <ul style="list-style-type: none"> ▪ Workforce structures ▪ Governance arrangements ▪ Career pathways ▪ Inter-professional support. 	31 st March 2016

3B	Develop a Mental Health Nursing Competency Framework for Recovery Orientated Practice.	31 st March 2016
3B	Develop a Health and Wellbeing Practice Competency Framework for Mental Health Nurses.	31 st March 2016
3B	Develop a Career/Role Framework for HSC Trusts' Senior Nurse Leads in hospitals at nights and weekends.	31 st Dec 2015
3B	Develop a Career Framework for Specialist Practices Nurses.	31 st March 2016
3C	Promote the implementation of the resources developed as a result of the Midwives and Medicines 2014 project, through regional awareness sessions and agreement with stakeholders regarding mandatory professional requirements for midwives and medicines.	31 st October 2015
3C	Provide information and awareness sessions, in partnership with the Safety Forum, to support the implementation of the Attributes Framework.	31 st March 2016

**4. NIPEC's Statutory Responsibility:
Provide Advice, Guidance and Information on Best Practice and
Matters Relating to Nursing and Midwifery**

The delivery of safe and effective care within a person-centred culture is the responsibility of all nurses and midwives and their employing organisations. This care must be delivered within an organisational environment that promotes evidence-based practice and utilises effective risk management processes.

NIPEC's Responsibilities

NIPEC fulfils a unique role in Northern Ireland by providing guidance on best practice and matters relating to nursing and midwifery. The organisation is committed to supporting practitioners and organisations to deliver safe and effective person-centred care and achieves this by adopting a responsive and proactive approach to the requests and needs of key stakeholders, to assist them in addressing current and future challenges.

NIPEC's activities focus on supporting nurses and midwives to remain up to date on major strategic and policy issues through the provision of advice, guidance and information which translates strategic policy for use by nurses and midwives and supports the interpretation and application of legislation, based on best available evidence.

Guidance provided by NIPEC also enables nurses and midwives to improve their practice to meet the needs of patients/clients and their carers. NIPEC is committed to developing, producing and disseminating evidence-based, quality and accessible information, publications and resources which are available online and in hard copy.

One of NIPEC's main vehicles for communicating to nurses and midwives is its website. NIPEC applies robust mechanisms to ensure that its website is an effective and easily accessible resource to support the practice, education and professional development of nurses and midwives. The website is continually being adapted to ensure that it meets the needs of nurses and midwives within Northern Ireland.

NIPEC's Key Priorities for 2015/16:

- 4A.** Enhance information and communication processes to meet the needs of stakeholders
- 4B.** Support safe and effective practice through the delivery of a wide range of activities, providing resources, advice and information for registrants and their employers
- 4C.** Implement a work programme that focuses on activities which impact on quality and safety in relation to the delivery of care
- 4D.** Explore opportunities for increasing its involvement in multidisciplinary projects and initiatives
- 4E.** Develop products in partnership with relevant key stakeholders and disseminated these appropriately across professions and organisations within health and social care, making them available in relevant formats and published appropriately
- 4F.** Regularly review and update NIPEC's website and ensure that it continues to be compliant with relevant quality guidelines and legislation
- 4G.** Review and update information governance policies and procedures as per legislation and statutory requirements.

Key actions for 2015/16

Key Priority	Action	Timescale for completion
4A	Provide information and awareness sessions in partnership with the DHSSPS to support the implementation of the Northern Ireland Action Plan for Strengthening the Commitment (2014).	30 th June 2015
4A	Promote and support the utilisation of NIPEC's Online Portfolio by NMC registrants through awareness raising sessions.	31 st March 2016 (work-stream will extend to 16/17)

4B	Revise/Update NIPEC's Record Keeping Guidance.	31 st March 2016
4B	Review processes and Guidance to support Supervision and Reflective Practice.	Commence January 2016
4B	Take forward recommendations from the Professional Delegation Framework for nurses and midwives scoping exercise, where appropriate.	31 st March 2016
4C & 4E	Delivering Care: Nurse Staffing in Northern Ireland Project: <ul style="list-style-type: none"> ▪ Lead Phase 2 - Emergency Care Nurse staffing ▪ Lead Phase 3 - District Nursing Team staffing ▪ Support Phase 4 - Health Visiting Team staffing 	31 st March 2016 31 st March 2016 Ongoing during 2015/16. To be completed by 30 th June 2016
4D	Develop guidance for professional staff working in integrated teams, in partnership with NISCC: <ul style="list-style-type: none"> ▪ Conduct a scoping exercise ▪ Agree a PID for implementation in 16/17 	31 st March 2016
4F	Refer to Key Priority 2B (page 11)	31 st March 2016
4G	Review of the Midwifery Supervision Framework in NI in the context of the Ombudsman's Report (England) and King's Fund (2015) Report.	30 th September 2015

5. NIPEC's Statutory Responsibility: *Governance and Performance*

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 Limit (RRL) and Capital Resource Limit (CRL).

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, and NIPEC has procedures and systems in place to monitor these.

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 recognises that its workforce is its greatest resource and one they value and wish to continue to involve, engage, empower, develop and support as they assist the organisation in achieving its strategic and business objectives. NIPEC strives to provide and support a working environment which promotes health and wellbeing. Following its Corporate Engagement initiative in 2014, NIPEC has established a small working group to develop a health and wellbeing strategy and take forward a number of key objectives aimed at supporting its staff within the workplace.

NIPEC continues to hold its 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.

One of the major contributing factors to NIPEC achieving its yearly objectives is that 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*
- *Database & website design and maintenance of the Databases*
- *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 2015-16 to 2020-21.

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

Information and Communication Technology (ICT)

NIPEC currently maintains two websites - www.nipec.hscni.net and www.nipecdf.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.

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.

Accountability and Monitoring

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

Key actions for 2015/16

	Action	Timescale for completion
5A	Continue to maintain a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance. Taking into account DHSSPS requirements and timescales.	31 st March 2016
5B	Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.	31 st March 2016
5C	Achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation by March 2016.	31 st March 2016
5D	Continue to ensure that a suitable skills base is maintained in regard to business cases and for capital, external consultancy/ revenue business cases, ensure that they comply with relevant guidance and that submission to DHSSPS is in line with agreed timeframes.	During 2015/16
5E	Ensure NIPEC is in a state of “readiness” to support the professional staff to revalidate using the new NMC Revalidation Model from January 2015.	During 2015/16
5F	Prepare and submit a Property Asset Management Plan, in line with Department requirements, to the Department on 30 th April 2015.	30 th April 2015
5G	Prepare and submit a Sustainable Development Report, in line with Department requirements, by 30 th April 2015	30 th April 2015
5H	Support NIPEC’s Chair in collating the evidence for inputting/populating the DHSSPS template in regard to the Council’s ‘Annual Self Assessment Return’.	31 st March 2016
5I	Prepare and submit to the DHSSPS a business case for NIPEC’s current three year accommodation lease which has a break clause after year two i.e. the 30 November 2015.	31 st May 2015
5J	Take forward actions arising from the implementation of NIPEC’s Disability Action Plan.	31 st March 2016

	Action	Timescale for completion
5K	Produce a new vision for NIPEC to inform and develop a Corporate Plan for the period 2016-2019 and a Business Plan for 2016-2017, taking account of any outcomes from the DHSSPS consultation exercise on the role and functions of NIPEC.	Mid-December 2015
5L	Ensure compliance with the DHSSPS processes and timescales for the completion of : <ul style="list-style-type: none"> • Mid-year Assurance Statements and End year Governance Statements • Board Governance Self-assessment Tool • NAO Audit Committee Checklist • Mid-year and end-year accountability meetings • The Controls Assurance Standards process. 	31 st March 2016
5M	Take forward the six key objectives identified through Corporate engagement.	31 st March 2016
5N	Continue to maintain staff absence rates below the target of 4.75%	During 2015/16
5O	Review NIPEC's business continuity management plans to ensure arrangements are appropriate to maintain services to a pre-defined level through a business disruption	During 2015/16
5P	Monitor and review an SLA set up with the BSO, ITS to manage a range of NIPEC's IT services.	During 2015/16
5Q	Continue to enhance Information Communication and Technology (ICT) provision, within financial resources, by expanding and exploring new ways of working and assessment of same to ensure effectiveness of NIPEC's work, costs to NIPEC and increased efficiency.	During 2015/16
5R	Monitor and review NIPEC's new website www.nipec.hscni.net to ensure that it maximises the availability and accessibility of information to support the practice, education and professional development of nurses and midwives.	During 2015/16

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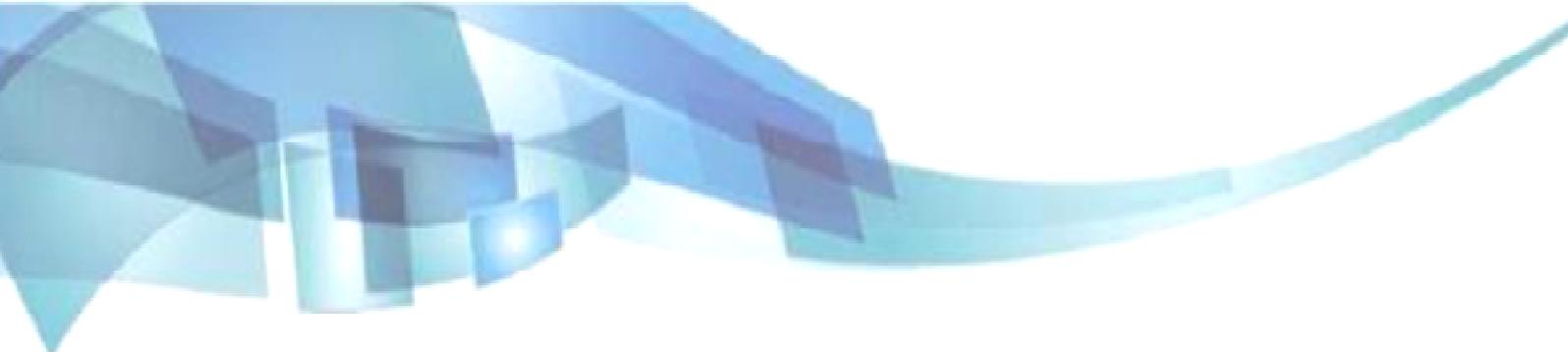
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Abbreviations

AHP	Allied Health Professional
ALBs	Arm's Length Bodies
BSO	Business Services Organisation
CEC	Clinical Education Centre
CNMAC	Central Nursing and Midwifery Advisory Committee
CNO	Chief Nursing Officer
DF	Development Framework
DHSSPS	Department of Health, Social Services and Public Safety
ECG	Education Commissioning Group
ESG	Education Strategy Group
HEI	Higher Education Institutions
HSC	Health and Social Care
HSCB	Health and Social Care Board
HSCT	Health and Social Care Trusts
ICT	Information and Communication Technology
ISBN	International Standard Book Number
LSAMO	Local Supervising Authority Midwifery Officer
NDPB	Non-Departmental Public Body
NI	Northern Ireland
NIPEC	Northern Ireland Practice and Education Council for Nursing and Midwifery
NMC	Nursing and Midwifery Council
PGN	Promoting Good Nutrition
PHA	Public Health Agency
PPI	Patient Public Involvement
QA	Quality Assurance



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This document can be downloaded from the NIPEC website www.nipec.hscni.net

March 2015

ISBN: 978-1-903580-46-2

