



ANNUAL BUSINESS PLAN

2023-2024

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

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INTRODUCTION

NIPEC's Annual Business Plan for 2023-2024 details how we will make best use of our resources to achieve our strategic objectives.

WHO WE ARE

NIPEC's Vision and Purpose

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.

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 staff comprise a Chief Executive supported by a senior team of six Senior Professional Officers and a Head of Corporate Services. A Corporate team provides administrative and IT support to deliver NIPEC's programme of work.

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

Our Vision

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

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

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.

1. NIPEC promotes High Standards of Practice through its corporate objectives by:

- 1a Completing regional programmes of work within agreed timescales that support continuous improvements in safe and effective care and compassionate person-centred services.
- 1b Communicating and engaging with stakeholders and partners in ways that maximises opportunities to develop and support professional practice.
- 1c Sharing and supporting improvement in practice by developing and disseminating best practice throughout Northern Ireland and beyond based on robust evidence.
- 1d Assessing the impact of our work.

3. NIPEC promotes High Standards of Professional Development among Nurses and Midwives through its corporate objectives by:

- 3a Promoting professionalism within the principles of The Code.
- 3b Leading the collaborative development of a range of resources that will enhance the professional practice of nurses and midwives and are aligned to the strategic transformation of services in Northern Ireland.
- 3c Supporting the development of professional roles of nurses and midwives across all areas of practice.
- 3d Promoting innovation in professional development activities through digital technology advances.

2. NIPEC promotes High Standards of Education among Nurses and Midwives through its corporate objectives by:

- 2a Contributing to the quality assurance of non NMC approved education, learning and development programmes for nurses and midwives.
- 2b Developing a range of specific tools and resources to support the education, learning and development of nurses and midwives.
- 2c Engaging with stakeholders to achieve education, learning and development programmes for nurses and midwives which are fit for purpose and relevant to service need.
- 2d Engaging with a range of organisations and agencies to support the continued development of inter-professional education.

4. NIPEC provides Advice, Guidance and Information on Best Practice and Matters Relating to Nursing and Midwifery through its corporate objectives by:

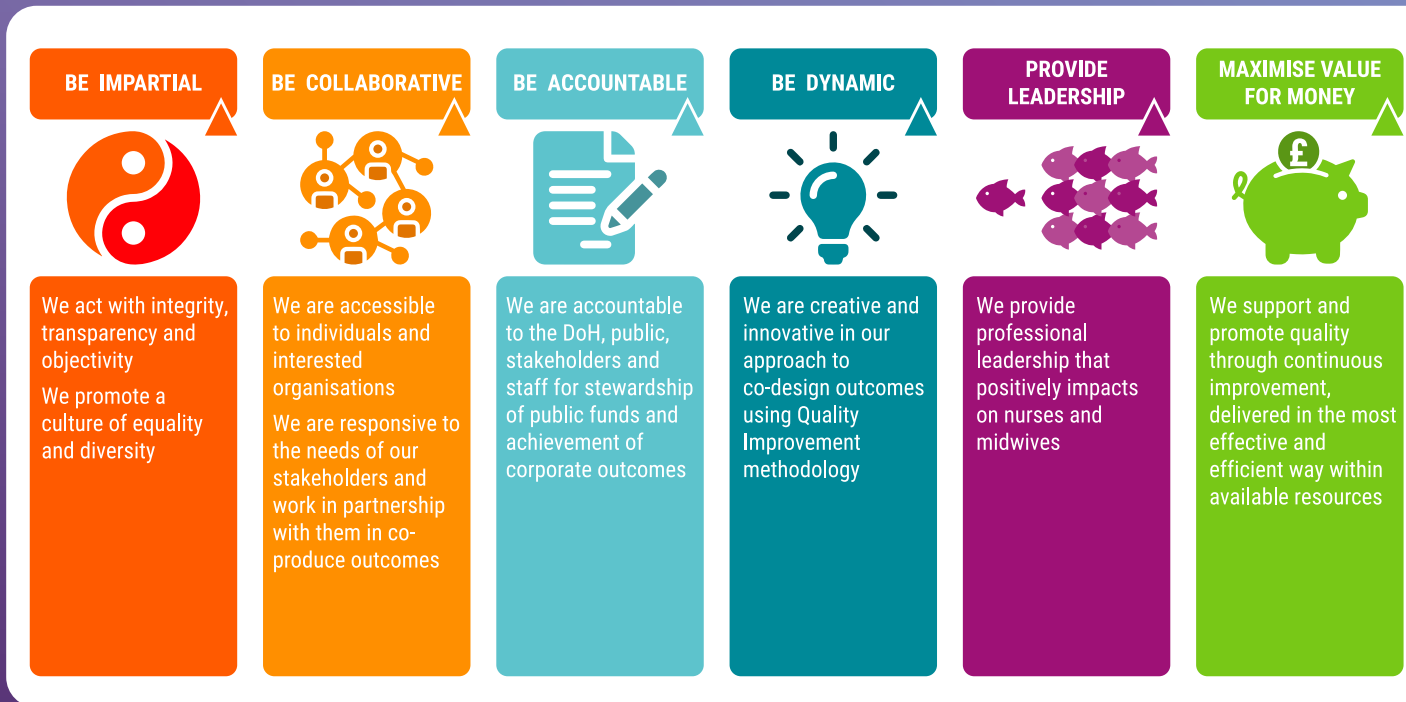
- 4a Facilitating the translation and implementation of strategic policies relating to the practice, education and professional development of nurses and midwives.
- 4b Supporting the interpretation and application of relevant legislation.
- 4c Supporting the capacity and capability of leaders at all levels within the nursing and midwifery professions.
- 4d Ensuring that all outcomes of our work are consistent with regional policy and national regulatory requirements.

HOW WE DO IT

Our Culture, Values and Behaviours

NIPEC is a unique person-centred 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) organisation, NIPEC's values align with those underpinning HSC strategy and delivery plans across Northern Ireland (below).

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*¹.



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.

¹ 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 2022-2023 Business Plan reflects the priorities of the DoH in support of nursing and midwifery, the 2023-2024 Plan will continue with this approach. NIPEC staff will engage with its full range of stakeholders to deliver on the business objectives.

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. NIPEC's Business Plan is influenced by a range of United Kingdom (UK) and Northern Ireland (NI) strategies and policies including the following:

Programme for Government

In the absence of an agreed Programme for Government we continue to work to the principles of the previous one as reflected in our Corporate Plan² 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.

Post Covid Rebuild

The Covid-19 pandemic presented unprecedented challenges for the planning and delivery of health and social care (HSC) services in Northern Ireland. During the pandemic, services and people had to become more flexible, adaptable and agile. Minister of Health Robin Swann³ reported that he had been "inspired" by the profession's response which was crucial to the delivery of COVID and non-COVID services. This resulted in close partnership working, sharing of ideas and solutions and working at pace.

NIPEC continued partnership and flexible working with key stakeholders to deliver its business objectives in line with the Rebuilding Services Framework (2021)⁴.

Working with the NMC

NIPEC's work programme is also closely aligned with the strategic direction of the NMC. Previously with key stakeholders, NIPEC led the implementation of the Future Nurse Future Midwife standards. 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)⁵. 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 ensure that the systems and processes already in place for the implementation of Future Nurse Future Midwife (FNFM) are applied for the introduction of the post-registration standards.

² NIPEC Corporate Plan 2017-2021 (extended to 2023) <https://nipec.hscni.net/publications/corporate-strategies/>

³ [Health Minister thanks NI's staff | Department of Health \(health-ni.gov.uk\)](https://www.health-ni.gov.uk/news/health-minister-thanks-ni-staff)

⁴ Department of Health (2021) Rebuilding Health and Social Services Framework. Belfast. DoH.

⁵ Nursing and Midwifery Council (2022) [NMC post-registration standards | NHS Employers](https://www.nmc.org.uk/news/2022/nmc-post-registration-standards-nhs-employers)

Nursing and Midwifery Task Group (NMTG) Report

The NMTG Report⁶ 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 1). 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:

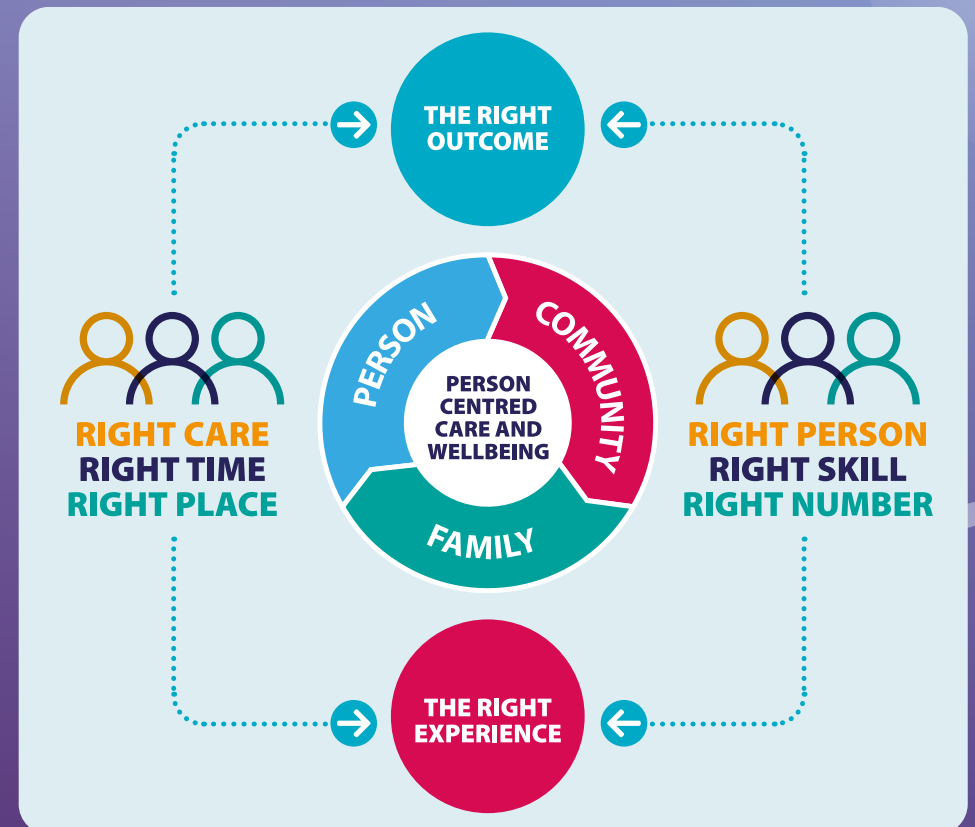
Stabilisation of nursing and midwifery workforce therefore ensuring safe and effective care.

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.

NIPEC Professional Team are represented on each of the NMTG Strategic theme sub-groups and NIPEC workstreams are supporting the delivery of the specific outcomes identified in the NMTG Implementation Framework⁷.

Figure 1. The planned outcomes from the NMTG Report



⁶ Department of Health (2020) Nursing and Midwifery Task Group (NMTG) Report & Recommendations. Belfast: DoH.

⁷ Department of Health (2020) Nursing and Midwifery Task Group (NMTG) Next steps Framework - a three phased approach 2020-2026. Belfast: DoH.

Embedding Quality Improvement (QI) and HSC Collective Leadership

NIPEC has developed a culture of QI internally using the IHI High Impact Leadership model⁸ of Creating Vision and Building Will; Developing Capability and Delivering Results.

NIPEC's QI strategy sets out the vision for having staff trained at the appropriate level of QI for their role. NIPEC currently have 9 people trained in L1, 5 trained in L2 and 5 trained in L3 QI. A review of the QI strategy will be completed in 2023-2024 which will include a learning and development plan to upskill staff and Council members in QI approaches.

NIPEC's successful achievement of its business objectives is enabled by the dedicated and focused work and commitment of its entire staff. NIPEC is committed to investing in its workforce and staff continued to be engaged in a range of learning and development activities during 2022-2023.

Delivering in Partnership

During 2022-2023 there was a gradual easing of restrictions on gatherings of people, and the requirement for social distancing. The majority of NIPEC project meetings were still held virtually as this was found to be a more effective way of facilitating everyone's attendance from across NI. NIPEC has also adopted a hybrid approach to its internal meetings for example, Council, Audit & Risk Committee, Business and Professional Team 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 2022-2023, in addition to facilitating project meetings and other work. See Figure 2 for NIPEC's stakeholder map and Appendix 1 for a selection of the activities NIPEC staff engaged in with key stakeholders during 2022- 2023.

FIGURE 2. NIPEC'S STAKEHOLDER MAP



NIPEC's Work in 2022-2023

Rebuilding NIPEC's team – a renewed focus for 2022 to 2023

During 2021-2022, there were 5 retirements from NIPEC's workforce with another member of staff leaving to take up another position. The turnover of staff and number of vacancies had a significant impact on the daily operations of the organisation and this issue was recorded as a risk on the Corporate Risk Register and noted in the Governance Statement. Recruitment of replacement posts commenced in 2021-2022 and this has continued into 2022-2023.

The rebuild of NIPEC's Team included:

- A new Chief Executive;
- A Business Manager;
- Three Senior Professional Officers;
- A Personal Assistant to the Chair/Chief Executive;
- A fixed term Senior Communication Officer.

The section below outlines the key organisational objectives delivered during 2022-2023.

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

OVERVIEW: WHAT WE DELIVERED IN 2022-2023

AT A GLANCE

PRACTICE	<p>Enhanced Clinical Care Framework (ECCF) for Care Homes</p> <p><i>Report of QI work produced March 2023</i></p>	<p>Nursing & Midwifery Excellence/ Assurance Framework</p> <p><i>Project group established</i></p>	<p>Leadership Development</p> <p><i>Project group established to commence development of Nursing & Midwifery Leadership Framework</i></p>	
EDUCATION	<p>Post-registration Education</p> <p><i>Supported review of the Post-registration Education Commissioning engagement processes – testing through QI approach.</i></p> <p>Regional Review of In-House Nursing and Midwifery Education Activities in HSC Trusts</p> <p><i>Review completed & recommendations made</i></p>	<p>NIPEC Quality Assurance Framework</p> <p><i>Review of the QA Framework completed in partnership with stakeholders</i></p> <p><i>New QA cycle & Sharing the Learning in Practice Forum established</i></p>	<p>NIPEC Quality Assurance Monitoring Review</p> <p><i>5 programmes selected for review</i></p> <p><i>Report submitted to CNO & ECG for 2021-2022 QA</i></p> <p><i>2022-2023 programmes for review agreed and work commenced as per QA framework</i></p>	<p>NMC Post-registration Education</p> <p><i>Engagement Event Held</i></p> <p><i>Steering group and work programme established to progress implementation of new post-registration standards in partnership with stakeholders</i></p>
PROFESSIONAL DEVELOPMENT	<p>NIPEC Nursing and Midwifery Careers website</p> <p><i>Website updated to meet UK GDPR guidelines review paper commissioned for website management going forward</i></p> <p>Learning Disabilities Nursing</p> <p><i>Project group established, & work programme commenced</i></p>	<p>Career Pathways</p> <p><i>Completed - District Nursing</i></p> <p><i>Underway – Perioperative, Critical Care, Cancer, Learning Disabilities</i></p> <p><i>Oversight for Neurology, ECCF & Diabetes Nursing</i></p>	<p>Advanced Nursing Practice</p> <p><i>Steering group established & project plan progressing</i></p>	<p>Professionalism</p> <p><i>Updated Enabling Professionalism Framework & launched</i></p> <p><i>“Here For Life” campaign in NI</i></p>
ADVICE & GUIDANCE	<p>N & M Task Group</p> <p><i>Supported DoH through contribution to 3 sub-groups</i></p>	<p>Communities of Practice</p> <p><i>Regional Development Support Programme commissioned & development of programme with evaluation commenced</i></p>	<p>Midwifery – Maternity Support Workers Resources</p> <p><i>Resources developed & recommendations made for delivery of education model</i></p>	<p>BAME Monitoring & Review</p> <p><i>Completed Monitoring & review of access to education & engaging to establish a Regional Collaborative</i></p>

NIPEC PROMOTED HIGH STANDARDS OF PRACTICE THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING ON THE FOLLOWING KEY PRIORITIES DURING 2022-2023

DELIVERY OF OUR PLAN AND HIGHLIGHTS FOR 2022-2023 OUTCOME

Enhanced Clinical Care Framework for Care Home residents

- Support the DoH ECCF QI group to produce a final report and recommendations for progressing the work forward.

A final report for the Enhancing Clinical Care Framework - First Focus Actions Quality Improvement was produced and recommendations made.

Nursing and Midwifery Excellence/Assurance Framework

- Support the DoH to develop a Nursing and Midwifery Professional Excellence / Assurance Framework.

The Project Group has been established with workplan to take this forward.

Leadership Development

- Support the DoH to develop a NI Nursing and Midwifery Leadership Framework.

The Project Group has been proposed with workplan to take this forward.

NIPEC PROMOTED HIGH STANDARDS OF EDUCATION THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING ON THE FOLLOWING KEY PRIORITIES DURING 2022-2023

DELIVERY OF OUR PLAN AND HIGHLIGHTS FOR 2022-2023 OUTCOME

Post-registration Education

- Work with the DoH to take forward the recommendations of the NI review of Post-registration Education Commissioning in NI.

- Contributed to a DoH workshop to agree a regional process for the implementation of the recommendations following the review.
- Liaised with other UK jurisdictions to gain insight into relevant best practice approaches to inform next steps.

NIPEC Quality Assurance Framework

- Review and update the NIPEC Quality Assurance Framework for Development and Education Programmes Commissioned by the DoH (2016).

- Reviewed the NIPEC Quality Assurance Framework (2023) and established a new Quality Assurance cycle: to include the following:
 - Incorporate service users in the QA monitoring process in partnership with the education providers.
 - Establishment of a Sharing the Learning in Practice Forum.

NIPEC Quality Assurance Monitoring Review

- Continue to Quality Assure a range of non-NMC approved education programmes using the NIPEC Quality Assurance Framework (2016).

- 5 education programmes were selected by CNO for the 2021-2022 Quality Assurance monitoring review.
- Report submitted to CNO and Education Commissioning Group for 2018 - 2020 academic years.

NMC Post-registration Education

- Progress the implementation of the NMC updated education standards for Specialist Practice Qualifications (SPQ) and Specialist Community Public Health Nurses (SCPHN) aligned to the NMC post-registration standards review.
- Revise the Career Framework for Specialist Nursing Roles and update to align with NMC post-registration standards for specialist practice.

- NIPEC established a Steering Group in partnership with DoH and NI key stakeholders.
- Commenced a programme of work to support the implementation of the new post-registration standards and update of the Career Framework for Specialist Nursing roles.

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

- Continue to progress the Regional Review of In-House Nursing and Midwifery Education Activities in HSC Trusts.

- A regional review of in-house nursing and midwifery education activities was completed which scoped the range of education activities delivered across the five HSC Trusts and benchmarked a randomly selected number of education programmes against *the In-House Teaching Activities Quality Assurance Process Self-Assessment Tool*.
- Identified a set of core principles and a range of recommendations for the CNO to consider in the provision of in-house education across the HSC Trusts.

NIPEC PROMOTED THE PROFESSIONAL DEVELOPMENT THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING ON THE FOLLOWING KEY PRIORITIES DURING 2022-2023

DELIVERY OF OUR PLAN AND HIGHLIGHTS FOR 2022- 2023 OUTCOME

<p>NIPEC Nursing and Midwifery Careers website</p> <ul style="list-style-type: none"> Promote use of the Nursing and Midwifery Careers website as a vehicle to showcase the wide range of careers that are open to nurses and midwives. 	<ul style="list-style-type: none"> The website has been updated to meet UK GDPR guidelines.
<p>Career Pathways</p> <ul style="list-style-type: none"> Provide oversight to the implementation and embedding of the specific career pathway process in line with the Guidance Framework for Career Pathway development. Progress the development of career pathways to meet DoH strategic priorities for nursing and midwifery and aligned to the Delivering Care work programme. 	<ul style="list-style-type: none"> NIPEC provided oversight of the following in line with the Guidance Framework: <ul style="list-style-type: none"> PHA Neurology Nursing career pathway; ECCF career pathway; Diabetes Nursing. NIPEC has led the following career pathways: <ul style="list-style-type: none"> District Nursing completed - October 2022; Perioperative Nursing – commenced June 2022; Cancer Nursing – commenced September 2022; Critical Care Nursing – commenced November 2022; Learning Disabilities Nursing – commenced November 2022.
<p>Advanced Nursing Practice</p> <ul style="list-style-type: none"> Review, inform and support the strategic direction of Advanced Nursing Practice in Northern Ireland. 	<p>Convened a Steering Group and agreed a project plan to support the strategic direction for advanced nursing practice in NI.</p>
<p>Professionalism</p> <ul style="list-style-type: none"> Promote the Enabling Professionalism Framework across Northern Ireland through a programme of work to raise public understanding of the roles of nurses and midwives. 	<p>Supported the enabling professionalism agenda in NI by partnership working across the five countries which resulted in:</p> <ul style="list-style-type: none"> Updated the Enabling Professionalism Framework (2022); Launch of “Here for Life” campaign May 2022.
<p>Learning Disabilities Nursing</p> <ul style="list-style-type: none"> Support the outworking from the DoH Learning Disability Nursing through development of career pathways. support the NI Collaborative to take forward objectives agreed with DoH stemming from the Review of Learning Disabilities Nursing. 	<ul style="list-style-type: none"> A Project Steering Group was established in September 2022.: model for workforce planning; scoping of population health needs; career pathway; learning and development framework; and communication and engagement strategy. Employing a QI approach to achieve the project outcomes.

NIPEC PROVIDED ADVICE, GUIDANCE AND INFORMATION ON BEST PRACTICE AND MATTERS RELATING TO NURSING AND MIDWIFERY THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING ON THE FOLLOWING KEY PRIORITIES DURING 2022-2023

DELIVERY OF OUR PLAN AND HIGHLIGHTS FOR 2022-2023 OUTCOME

<p>Nursing & Midwifery Task Group</p> <ul style="list-style-type: none"> Support the DoH to progress the implementation of the NMTG recommendations. 	<ul style="list-style-type: none"> NIPEC continued to support the DoH to progress the implementation of the NMTG recommendations through membership of the three sub-groups.
<p>Communities of Practice</p> <ul style="list-style-type: none"> Support the DoH to establish an infrastructure to set up and develop Communities of Practice (CoP) across the HSC system. 	<ul style="list-style-type: none"> A regional development support programme for 28 QI/Safety Leads has been commissioned, delivered in partnership with the Health Innovation Network (HIN) South London. A regional evaluation of the programme is underway and will inform the infrastructure required to support CoP across the nursing and midwifery professions.
<p>Midwifery</p> <ul style="list-style-type: none"> Complete the review of the Maternity Support Workers (MSW) education programme and the development of Maternity Support Worker resources. 	<ul style="list-style-type: none"> NIPEC completed a review of the Maternity Support Workers (MSW) education programme. Developed resources to support the MSW role to reflect those endorsed by the DoH Standards for Nursing Assistants and the Induction and Development Pathway. Made recommendations to inform the future education delivery model for the MSW programme.
<p>Postgraduate access to education for Black Asian and minority ethnic (BAME) Nurses and AHPs</p> <ul style="list-style-type: none"> Support the monitoring of the recommendations of the Task and Finish Group review of Postgraduate access to education for BAME Nurses and Midwives and AHPs. 	<ul style="list-style-type: none"> NIPEC conducted a survey with AEIs and HSC Trusts, in June 2022, to ascertain the compliance against the recommendations in the Post-graduate access to education for BAME Nurses, Midwives and AHPs. Based on findings, presented a report with recommendations in order to improve compliance. Committed to further monitoring of compliance against the recommendations. Held an engagement event to guide on a regional collaborative made up of BAME Nurses, Midwives and AHPs, Trust and AEI representatives.

Governance and Performance

NIPEC's Performance Management Framework was designed to support the Council's oversight of organisational performance management and to assist 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 2022-2023 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 resumed in 2022-2023 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 to the right:

KEY PERFORMANCE INDICATORS 2022-2023

INDICATOR	TARGET	ACHIEVED
Break even on revenue and operating costs	0.25% or £20,000	0.72% or £8,830
Keep within the capital resources limit (CRL)	11,931	11,931
Sickness absence rates	3.5%	3.95%
Invoice prompt Payment percentage within 30 days	95%	99.57%
Invoice prompt Payment percentage within 10 days	70%	92.74%

Governance and Accountability Framework

- Clean certificate and report obtained from the Comptroller and Auditor General to the Northern Ireland Assembly for NIPEC's Annual Report and Accounts 2022-2023;
- Completion of Report on progress with NIPEC's 5 Year Equality Scheme 2021-2022 to 2025-2026;
- Implementation of Disability and Action Plans 2018-23 (year five) with progress report provided to NIPEC's Business Team on a quarterly basis;
- Development of a new five-year Equality Disability and Action Plan 2023-2028;
- Mid-Year Assurance Statement approved by Audit & Risk Committee 11 October 2022;
- Completion of Board Governance self-assessment tool by 31st March 2023;

QUALITY:

NIPEC's Annual Quality Report

NIPEC's Annual Quality Report 2021-2022 was submitted to DoH in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011)⁹

Further information on a range of activities is available on NIPEC's website at [NIPEC | NIPEC \(hscni.net\)](https://www.nipec.net)¹⁰

⁹ Quality 2020 Strategy <https://www.health-ni.gov.uk/topics/safety-and-quality-standards/quality-2020>

¹⁰ 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's Work Programme in 2023-2024

The Business Plan 2023-2024 is aimed at driving and supporting positive change in rebuilding and delivery of health and social care services for the population of NI. 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 business objectives 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 2023-2024 NIPEC will agree outcomes and measures to both understand and reduce our environmental footprint.

NIPEC's move to James House is a significant step towards achieving this. In relation to NIPEC's work programme some of the steps we have already taken are:

- NIPEC resources are made available online
- Project Group meetings are mostly facilitated through the virtual platform of Microsoft Teams.

The changing needs of the HSC to respond 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 Team Objectives

NIPEC will review and update its QI Strategy to ensure that its staff are trained to the appropriate QI Level for their role and therefore effectively able to deliver the organisation's programme of work.

NIPEC continues to promote leadership development and quality improvement among its staff and key stakeholders with the following awards:



**NIPEC Award
for Outstanding
Contribution**



**NIPEC Award for
Promotion of Health &
Social Wellbeing**



**NIPEC Award
for Innovation/
Leadership**

On 2 October 2023 NIPEC will celebrate its 21st birthday and during 2023 NIPEC will host an event to mark its achievements and the successful implementation of its resources.

The following sections present the key objectives which NIPEC plan to deliver under each of its statutory obligations. These have been prioritised using NIPEC's evidence-based prioritisation matrix.

OVERVIEW: WHAT WE PLAN TO DELIVER IN 2023-2024

AT A GLANCE

The NIPEC workplan is agile and subject to change throughout the year as we continue to support the strategic direction influenced by the Chief Nursing Office and other stakeholders in respect of promoting high standards of practice, education, professional development and advice and guidance

PRACTICE	Nursing & Midwifery Excellence/ Assurance Framework <i>To be completed by March 2024</i>	Nursing & Midwifery Leadership Framework <i>To be completed by March 2024</i>		
EDUCATION	Post-registration Education NMC standards <i>To be completed by March 2024</i>	Quality Assurance Programme <i>To be completed by September 2023</i>	Review categories for commissioning Post-registration education programmes <i>To be completed by March 2024</i>	Review the support required for practice experience for students on pre-registration and post-registration programmes <i>To be completed by March 2024</i>
PROFESSIONAL DEVELOPMENT	Career Pathways <i>To be completed by March 2024</i>	Advanced Nursing Practice <i>To be completed by March 2023</i>	Registered Learning Disabilities Nursing Strategic Development Model <i>To be completed by March 2023</i>	Midwifery Career Pathway <i>To be completed by March 2024</i>
ADVICE & GUIDANCE	Regional Ethnic Diversity Collaborative & Monitoring & Review <i>To be completed by March 2024</i>	Review the Band 4 Role <i>To be completed by March 2024</i>	Communities of Practice Regional Development <i>To be completed by March 2024</i>	

NIPEC WILL PROMOTE HIGH STANDARDS OF PRACTICE THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING ON THE FOLLOWING KEY PRIORITIES DURING 2023-2024

DELIVERY OF OUR PLAN FOR 2023-2024

ACTION	PLANNED OUTCOME	WE WILL DELIVER THIS OUTCOME BY	WE WILL MEASURE THIS BY
<p>Nursing and Midwifery Excellence/ Assurance Framework</p> <p>Timescale: March 2024</p>	<ul style="list-style-type: none"> • Develop a Nursing and Midwifery Professional Excellence / Assurance Framework. • Implementation and monitoring plan. 	<ul style="list-style-type: none"> • Stakeholder engagement & partnership working. • Develop Framework. • Workshop to test Framework. • Survey stakeholders. • Submit to CNO for approval. 	<ul style="list-style-type: none"> • % attendance of Steering Group members at meetings. • Feedback from stakeholders. • Implementation of assurance framework by relevant organisations.
<p>Leadership Development</p> <p>Timescale: March 2024</p>	<ul style="list-style-type: none"> • Develop a NI Nursing and Midwifery Leadership Framework. • Implementation and monitoring plan. 	<ul style="list-style-type: none"> • Stakeholder engagement & partnership working. • Develop Framework. • Workshop to test Framework. • Survey stakeholders. • Submit to CNO for approval. 	<ul style="list-style-type: none"> • % attendance of Steering Group members at meetings. • Feedback from stakeholders. • Implementation of Leadership framework by relevant organisations.

NIPEC PROMOTES HIGH STANDARDS OF EDUCATION THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING ON THE FOLLOWING KEY PRIORITIES DURING 2023-2024

DELIVERY OF OUR PLAN FOR 2023-2024

ACTION	PLANNED OUTCOME	WE WILL DELIVER THIS OUTCOME BY	WE WILL MEASURE THIS BY
<p>Review the support required for practice experience for students on pre-registration and post registration programmes</p> <p>Timescale: March 2024</p>	<ul style="list-style-type: none"> A regional framework which provides optimal support for students in practice placements. 	<ul style="list-style-type: none"> Host a stakeholder engagement workshop. Set up a Steering Group with Task and Finish Groups as appropriate. Agree a plan and structure to ensure implementation. Monitor and Evaluate. 	<ul style="list-style-type: none"> Attendance of Steering Group members. Feedback from stakeholders. Implementation of framework by relevant organisations.
<p>NIPEC Quality Assurance of Non NMC regulated programmes</p> <p>Timescale: September 2023</p>	<ul style="list-style-type: none"> Continue to Quality Assure a range of non-NMC approved education programmes using the NIPEC Quality Assurance Framework (2023). 	<ul style="list-style-type: none"> Education programmes identified for QA (100%) are monitored & reviewed. Follow monitoring process in revised QA Framework (2023) to ensure effective engagement with education providers, learners and their line managers. 	<ul style="list-style-type: none"> NIPEC Senior Professional Officers to each lead the QA of two education programmes. Feedback from QA Forum and ECG members.
<p>Implement (new) NMC Post-registration Education Standards</p> <p>Timescale: March 2024</p>	<ul style="list-style-type: none"> Ensure effective engagement of stakeholders to facilitate effective implementation of post-registration standards. Progress the implementation of the NMC updated post-registration standards for SCPHN and Community Nursing SPQs with key stakeholders. Revise the Career Framework for Specialist Nursing Roles and update to align with NMC post registration standards for specialist practice. 	<ul style="list-style-type: none"> Host a stakeholder engagement workshop. Set up a Steering Group with Task and Finish Groups as appropriate. Agree a plan and structure to ensure implementation. Monitor and Evaluate. 	<ul style="list-style-type: none"> % attendance of Steering Group members. Feedback from stakeholders. Implementation of new standards by relevant organisations.
<p>Review the categories for commissioning programmes</p> <p>Timescale: March 2024</p>	<ul style="list-style-type: none"> Identify the education needs to maintain current services; to transform services or develop new services; and to meet professional development needs and retain experienced staff. 	<ul style="list-style-type: none"> Engage with UK colleagues to discover examples of best practice. Develop a steering group and project plan. Develop monitoring and evaluation plan. 	<ul style="list-style-type: none"> Capture baseline information Results from the testing and evaluation. Implementation of reviewed process.

NIPEC PROMOTES THE PROFESSIONAL DEVELOPMENT THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING ON THE FOLLOWING KEY PRIORITIES DURING 2023-2024

DELIVERY OF OUR PLAN FOR 2023-2024

ACTION	PLANNED OUTCOME	WE WILL DELIVER THIS OUTCOME BY	WE WILL MEASURE THIS BY
Midwifery Career Pathway Timescale: March 2024	<ul style="list-style-type: none"> Develop a Midwifery Career Pathway with agreed core roles, competencies, education requirements and job descriptions. 	<ul style="list-style-type: none"> Set up Steering Group. Project implementation, monitoring and evaluation plan. 	<ul style="list-style-type: none"> % attendance of Steering Group members. Satisfaction survey of stakeholders regarding level of engagement. Implementation of pathway by relevant organisations.
Career Pathways Timescale: March 2024	<ul style="list-style-type: none"> Review of the current model of career pathways. Provide oversight to the implementation and embedding of the specific career pathway process in line with the Guidance Framework for Career Pathway development. Progress the development of career pathways to meet DoH strategic priorities for nursing and midwifery and aligned to the Delivering Care work programme. 	<ul style="list-style-type: none"> Set up Steering Group. Project implementation, monitoring and evaluation plan. 	<ul style="list-style-type: none"> % attendance of Steering Group members. Satisfaction survey of stakeholders regarding level of engagement. Implementation of pathway by relevant organisations.
Learning Disabilities Nursing Timescale: March 2024	<ul style="list-style-type: none"> Lead on the strategic review of RNLD workforce model. Support the outworking Learning Disability Nursing review through the development of career pathways. Support the NI Collaborative to take forward objectives agreed with DoH stemming from the Review of Learning Disabilities Nursing. 	<ul style="list-style-type: none"> Follow 6 Step plan to workforce planning. Produce a model for consideration with implementation plan. 	<ul style="list-style-type: none"> Development of model with recommendations implemented on a phased approach. % Satisfaction of stakeholders.

NIPEC PROVIDES ADVICE, GUIDANCE AND INFORMATION ON BEST PRACTICE AND MATTERS RELATING TO NURSING AND MIDWIFERY THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING ON THE FOLLOWING KEY PRIORITIES DURING 2023-2024

DELIVERY OF OUR PLAN IN 2023-2024

ACTION	PLANNED OUTCOME	WE WILL DELIVER THIS OUTCOME BY	WE WILL MEASURE THIS BY
Communities of Practice Timescale: March 2024	Establish an infrastructure to set up and develop Communities of Practice (CoP) across the HSC Nursing and Midwifery professions in NI.	<ul style="list-style-type: none"> Stakeholder engagement & partnership working. Roll out of Health Innovation Network (HIN) COP development programme. Conduct a programme evaluation. 	<ul style="list-style-type: none"> % attendance at HIN programme. Feedback from stakeholders. Results from programme evaluation. Implementation of COP.
Postgraduate access to education for Ethnically Diverse Nurses, Midwives, AHPs and their support staff Timescale: March 2024	<ul style="list-style-type: none"> Support the monitoring of the recommendations of the Task and Finish Group review of Postgraduate access to education for Ethnically Diverse Nurses Midwives, AHPs and their support staff. Establish an Ethnically Diverse regional collaborative. 	<ul style="list-style-type: none"> Hold meeting with regional collaborative. Survey stakeholders. Produce report. Monitor compliance against the Ethnically Diverse education report recommendations. 	<ul style="list-style-type: none"> % attendance of regional collaborative group members Feedback from members of collaborative. % compliance against recommendations.
Review the Band 4 role Timescale: March 2024	<ul style="list-style-type: none"> Work with colleagues in Wales to review the Nursing and Midwifery - Band 4 role. 	<ul style="list-style-type: none"> Liaise with colleagues in Wales. Develop a report with recommendations to CNO office. 	<ul style="list-style-type: none"> Adoption of recommendations from the review of Band 4 role.

GOVERNANCE AND PERFORMANCE

NIPEC's Responsibilities

In 2023-2024, the Corporate Team will continue to focus our efforts 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 development opportunities to our workforce, grow our staff 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 including 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 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 2022-2023.

During 2023-2024, 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.

As part of the Department of Finance (DoF) Reform of Property Project, NIPEC moved to James House in February 2023. NIPEC's move to James House has resulted in a significantly improved office accommodation more suitable for a modern HSC service provider. Throughout 2023-2024, NIPEC will continue to embed as an organisation into the new accommodation, with corporate staff participating in the James House Facilities Management and Health & Safety Groups (representatives from all tenants) and ensuring that the most effective use is made of the property in light of a new hybrid approach to home/office working.

Another area of focus which will be led by the corporate team in 2023-2024 will be the development of a new five-year Equality and Disability Action Plan for 2023-2028. The date for implementation of this plan is the 1st October 2023 and it will be developed in partnership with key stakeholders via a public consultation of 13 weeks commencing in April 2023. The final Plan will be ratified by NIPEC Council in September 2023 before being submitted to the Equality Commission by 30th September 2023.

Over the past two years, NIPEC has undergone significant internal staffing changes due to a number of retirements and we have focused our efforts on retaining expertise and knowledge while restructuring the team to meet the future needs of the organisation. NIPEC can clearly demonstrate the alignment of its staffing to its priorities and Business Plan objectives and due to this, in March 2021, NIPEC was successful in retaining our IIP accreditation. In 2023-2024, NIPEC will re-focus our efforts to ensuring that we retain IIP accreditation when it expires in February 2024. This will involve ensuring that we review our Corporate and Business Plans, Values and over-arching Strategy in line with the learning from the Covid-19 pandemic, and 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 2023-2024

	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>Timescale: 31 March 2024</p>	<p>Reporting of performance to Council meetings, Audit & 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>Timescale: 31 March 2024</p>	<p>Annual Internal Audit Plan</p> <p>External Audit</p> <p>Audit & 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>
5C	<p>Achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation by the financial year end.</p> <p>Timescale: 31 March 2024</p>	<p>Monthly meetings with BSO Finance</p> <p>Submission of monthly FMR</p> <p>Financial reporting to each Council and Audit & 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, ensure that they comply with relevant guidance and that submission to DoH is in line with agreed timeframes.</p> <p>Timescale: During 2023-2024</p>	<p>Completion of Business Cases and Post Project Evaluations (PPEs) in line with guidance</p>	<p>Results of bi-annual 'testing' of completion of business cases/ PPEs by DoH Finance</p>

	OBJECTIVES/TIMESCALES	WE WILL DELIVER THESE OBJECTIVES BY: ACTIONS	WE WILL MEASURE THIS BY: OUTCOMES
5E	<p>Produce a Corporate Plan for the period 2023-2024 to 2027-28 and a Business Plan for 2024-2025, taking account of any targets/outcomes set by the DoH.</p> <p>To note: <i>Development of new Corporate Plans will take place following the formation of a new Northern Ireland Executive and agreement on a new Programme for Government (PFG).</i></p> <p>Timescale: 31 March 2024</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	<ul style="list-style-type: none"> To monitor and maintain staff absence rates below the DoH target. <p>Timescale: During 2023-2024</p>	<p>Standing agenda item at Business Team, Council and Audit & Risk Committees</p> <p>Consult with HR if rate higher than target</p>	<p>Achievement of the target</p> <p>Outcome included in Annual Report</p>
5G	<p>Meet NIPEC's Equality and Disability Legislative requirements including:</p> <ul style="list-style-type: none"> Develop a new 5 Year Equality and Disability Action Plan 2023-28; Timescale: September 2023 Complete Year 5 actions within NIPEC's Equality and Disability Action Plans 2018-23, reporting progress to the Equality Commission NI. Timescale: During 2023-2024 	<p>Staff/Council engagement</p> <p>Broader public stakeholder consultation</p> <p>Draft report to be approved by Business Team and Council</p> <p>Submitted to ECNI by 31st August 2023</p>	<p>Sign off of new 5 Year Plan by NIPEC Council</p> <p>Approval by ECNI.</p> <p>Approval by ECNI.</p>
5H	<p>Ensure compliance with the DoH processes and timescales for the completion of:</p> <ul style="list-style-type: none"> Mid-year Assurance Statement Timescale: October 2023 End of year Governance Statement Timescale: 31 March 2024 Board Governance self-assessment Tool Timescale: 31 March 2024 NIAO Audit Committee Checklist Timescale: 31 August 2023 Sponsor Branch meetings, plus DoH mid-year and end of year accountability review meetings. Timescale: During 2023-2024 	<p>Present to Audit & Risk Committee October 2023</p> <p>Present to Audit & Risk Committee May/June 2024</p> <p>Draft to be reviewed by Council</p> <p>Actions to be agreed for 2024-2025</p> <p>Completed by Head of Corporate Services. Any mitigating actions to be included in Governance Statement/Board self-assessment</p> <p>Timetable for meetings to be agreed</p>	<p>Ratification by DoH</p> <p>Uncertified Opinion by External Audit</p> <p>Successful Completion of previous year's actions</p> <p>Satisfactory Independent Review</p> <p>Successful Completion of previous year's actions</p> <p>Satisfactory Independent Review</p> <p>All take place and are quorate</p>

	OBJECTIVES/TIMESCALES	WE WILL DELIVER THESE OBJECTIVES BY: ACTIONS	WE WILL MEASURE THIS BY: OUTCOMES
5J	<p>To achieve the prompt payment targets for the payments of invoices of:</p> <ul style="list-style-type: none"> • 95% for 30 days. • 70% for 10 days. <p>Timescale: During 2023-2024</p>	<p>Standing agenda item at Business Team, Council and Audit & 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"> • Asset Management Plan 2023-2024 to 2027-2028. <p>Timescale: September 2023</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 - 2027.</p> <p>NIPEC will progress its journey in Quality Improvement by ensuring that:</p> <p>Timescale: Throughout 2023-2024</p>	<p>NIPEC's Staff and Council members knowledge and skills further developed in QI methodologies and these are reflected in NIPEC's work where relevant</p> <p>Provide mentorship/critical friend support across the HSC in relation to QI</p> <p>NIPEC Council members effectively monitor and support the quality of NIPEC's internal processes and external work streams</p>	<p>Approval by DoH of NIPEC's Annual Quality Report</p>

ABBREVIATIONS

ALBs	Arm's Length Bodies	ISBN	International Standard Book Number
BAME	Black Asian and minority ethnic	NDPB	Non-Departmental Public Body
BS	Business Services Organisation	NIPEC	Northern Ireland Practice and Education Council for Nursing and Midwifery
CN	Chief Nursing Officer	NMC	Nursing and Midwifery Council
CNMAC	Central Nursing and Midwifery Advisory Committee	NMAHP	Nursing, Midwifery & Allied Health Professionals
DoH	Department of Health	OU	Open University
ECG	Education Commissioning Group	RCM	Royal College of Midwifery
ECNI	Equality Commission for Northern Ireland	RCN	Royal College of Nursing
FMR	Financial Monitoring Return	RQIA	Regulation Quality Improvement Authority
GDPR	General Data Protection Regulation	PAMP	Property Asset Management Plan
HR	Human Resources	PHA	Public Health Agency
HSC	Health and Social Care	QA	Quality Assurance
HSCB	Health and Social Care Board	SPPG	Strategic Planning & Performance Group
HSCT	Health and Social Care Trusts		
ICT	Information and Communication Technology		

APPENDIX 1

A selection of NIPEC's engagement activities with its key stakeholders

ACTIVITY	PURPOSE	NUMBERS
In-person Workshops	Perioperative Nursing Career Pathway (July)	18
	Cancer Career Pathway (September)	65
	NI Collaborative (November)	12
	Steering Group for Learning Disabilities (November)	16
	NMC post-registration standards – NI Implementation (November)	50
Virtual workshops	Quality Improvement session for post-graduate Occupational Therapy students - Ulster University (March)	16
	Stakeholder engagement event - planning for regional collaborative for ethnic diversity (March)	44
	Enhanced Clinical Care Framework (October)	10
	Senior Nurses and Midwives Strategic Communities of Practice (March)	20
Face to Face Presentations	Update on NIPEC & its Work Programme to Final Year University Nursing & Midwifery Students (OU - October;)	29 - OU
	Promotion of Preceptorship & Reflective Supervision Frameworks (Ulster- September; District Nursing & Strategic Midwifery Forum – September)	300 – Ulster 50 – DN 15 - Midwifery
	Presentation of NIPEC award to University Nursing/Midwifery Students (Ulster & OU - November)	300 – Ulster 103 - OU
	With PHA & RCN promote Consultant District Nursing role (Western Trust - November)	27
	Association for Perioperative Regional Study Day (Belfast) – Promotion of Career Pathway (February)	60
Virtual Presentations	Promotion of District Nursing Career Pathway – Project Echo & Ulster SPQ students (April)	64
	With PHA & RCN to promote Consultant District Nursing role (Western Trust - October; Southern Trust)	20

Alternative Formats

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

This document can be made available on request and where reasonably practicable in an alternative format.

Should you wish to request a copy of this document in an alternative format please contact NIPEC.

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This document can be downloaded from the NIPEC website

<https://nipec.hscni.net>

