



# **NIPEC Corporate Plan**

**2010 - 2013**



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## List of abbreviations used in this document

<b>ABBREVIATION</b>	<b>FULL WORDING</b>
BSO	Business Services Organisation
DHSSPS	Department of Health, Social Services and Public Safety
HSC	Health and Social Care
IFRS	International Financial Reporting System
IT	Information Technology
ICT	Information and Communication Technology
IiP	Investors in People
NDPB	Non-Departmental Public Body
NIPEC	Northern Ireland Practice and Education Council for Nursing and Midwifery
NMC	Nursing and Midwifery Council
PaLs	Purchasing and Logistics Service
SLA	Service Level Agreement

## Foreword

As the newly appointed Chair of NIPEC I am delighted to write this foreword to the updated NIPEC Corporate Plan 2010- 2013.

In 2010, NIPEC published its Corporate Plan 2010-2013, which identified some of the key challenges NIPEC were planning to address over the three year period. This updated Corporate Plan reflects some of the organisational changes seen over the last 12 months and how we will continue to work with stakeholders to meet the ongoing economic challenges and to deliver high quality health and social care to the population of Northern Ireland.

We continue to see major progress across all of our key strategic areas:

- Provide strategic leadership to support nursing and midwifery practice and education developments
- Promote effective nursing and midwifery practice
- Contribute to improving patient and client care through leading regional developments in collaboration with key stakeholders
- Ensure organisational compliance with corporate governance and accountability.

We will also continue to work collaboratively with our key stakeholders to develop/enhance outputs and products which will assist them and their nurses and midwives to deliver nursing and midwifery care to high standards to improve health and social care outcomes for the population in Northern Ireland. This work has addressed the areas of practice, education and performance.

The last 12 months has seen a number of changes in the membership of NIPEC Council, with 9 members concluding their term of office in October 2010, and we await an imminent announcement by the Minister for Health on the appointment of five (professional and lay) members. In June 2011, Professor Martin Bradley retired as Chief Nursing Officer, and therefore as ex-officio member of NIPEC Council, and we look forward to welcoming his successor to our future meetings.

More recently, our former chief executive, Ms Frances McMurray, announced her early retirement, and we also said farewell to Ms Lesley Barrowman, Senior Professional Officer, who retired after 44 years service to nursing and midwifery education. I would wish them a long, happy and healthy retirement and thank them for the contribution they made to NIPEC over the years.

NIPEC has recently appointed a new Chief Executive, Dr Glynis Henry, formerly an Assistant Director of Nursing, Southern HSC Trust. The Council, staff and myself look forward to working with Glynis as she takes the organisation forward in delivering the challenges identified within this Corporate Plan.

**Carol Curran, Chair.**

## Background

NIPEC was established in 2002 under the Health and Personal Social Services Act as a Non Departmental Public Body (NDPB) sponsored by the Department of Health, Social Services and Public Safety (DHSSPS). The responsibilities for NIPEC, as identified within the Act, are shown in Annex1.

## Our purpose

NIPEC has an exciting and challenging role in supporting the provision of the best nursing and midwifery practice within Northern Ireland at this time and in the future. Health and social care are delivered by nurses and midwives throughout Northern Ireland in a wide range of diverse settings comprising the statutory, independent and voluntary sectors. NIPEC seeks to promote the best practice of nurses and midwives in all contexts by supporting their practice, education and development.

Nurses and midwives aim to deliver high quality, person-centred care, which influences the health and well-being of the population. NIPEC values its relationship with nurses, midwives and key stakeholders, and works in partnership with them to assist them in achieving their objectives and aspirations.

At all times, NIPEC encourages practice that is ethically sound and reflects the requirements of the regulatory body for nurses and midwives - The Nursing and Midwifery Council (NMC) - which are mandated in *The Code: standards for conduct, performance and ethics for nurses and midwives* (NMC, 2007). NIPEC is committed to the promotion of continuous professional development and to a culture of lifelong learning, to enable nurses and midwives to maximize their contribution to the health and well-being of patients and clients, regardless of the role being undertaken.

## Our Council

The NIPEC Council - consisting of the Chairperson and 16 other members - oversees NIPEC's governance responsibilities and is made up as follows:

- Six lay members
- Nine professional members (including the Chair)
- The Chief Executive
- Chief Nursing Officer (ex-officio)

NIPEC Council membership, as at June 2011, is shown in Annex 2.

## **Our Mission Statement**

*The Northern Ireland Practice and Education Council (NIPEC) aims to improve the quality of health and care by supporting the practice, education and performance of nurses and midwives.*

## **Our Values**

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

We value deeply our responsibility to:

- Provide leadership that will have a positive impact on the nursing and midwifery professions
- Promote a culture of equality and diversity
- Work in partnership with various stakeholders for the good of the public
- Act at all times with complete integrity and transparency
- Be accessible to individuals and interested organisations
- Be accountable to the public and our stakeholders
- Be open-minded and creative in our approach to our work.

## Future Challenges

NIPEC establishes and maintains a three-year strategic plan setting out its activities. Each year, NIPEC reviews its corporate and business objectives, taking into account the environment within which its key stakeholders operate.

The context within which health and social care is delivered to the population in Northern Ireland has changed rapidly in recent years. Since 2007, there has been a major reorganisation in provider organisations in the health and social care sector. Five new Health and Social Care (HSC) Trusts were set up in 2007 and more recently, in 2009, the Health and Social Care Board and the Public Health Agency were established. This restructuring was achieved at a time of rapid changes in service delivery and increasing public expectations of health and social care services.

There is an ongoing need for the health and social care sector to change in order to deliver care that meets the needs of patients and clients. Health and social care delivery, in Northern Ireland, is influenced by a number of factors.

Demographic statistics in Northern Ireland show the local population to be one with an increasing number of older and younger people. The delivery of person-centred services to meet the needs of such a diverse community is challenging. Caring for an elderly population with complex health and social care needs must be addressed to ensure that high quality services are available to enable them to maintain independent living. It is also essential that families with children and young people are provided with care which meets their needs, often within situations that are difficult and complicated. The development of new services and the reconfiguration of current services are necessary to ensure continued provision of the required level of care. Responses to these challenges can include: moving care from the acute sector to the community; using remote technologies; increasing focus on public health and self-care; enhancing multidisciplinary and multiagency working.

A modern nursing and midwifery workforce must be able to respond rapidly to change and deliver high quality care within a challenging financial context that demands additional efficiency and performance. Increasing specialisation, new technologies and advances in health care also make demands on the workforce. Nurses and midwives, working within the multidisciplinary team, must be responsive and able to adapt to new roles and develop new knowledge and skills. This is an exciting time for nurses and midwives who now have increased opportunities to use and develop their knowledge and skills and, in particular, to provide more care that is nurse or midwife-led and is focused on their role within the multidisciplinary team.

Consequently, these changes impact on NIPEC's role and function in supporting the practice, education and performance of nurses and midwives. NIPEC achieves its objectives through working with stakeholder organisations and individual nurses and midwives. It is essential that the work of NIPEC directly relates to the needs of its stakeholders. The particular challenges for NIPEC for the next three years include:

- Enhancing partnership working with its key stakeholders
- Developing a responsive work programme
- Engaging with a range of organisations and agencies to deliver an enhanced programme of multidisciplinary initiatives
- Working within a reduced financial allocation
- Ensuring value for money
- Providing electronic resources to support organisations and registrants
- Ensuring the best use is made of information sources across its work programme
- Enhancing its reputation for supporting high quality regional initiatives and projects.

NIPEC, in conducting its business as an NDPB, will continue to maintain openness and transparency in all of its activities, subject only to the need to preserve confidentiality in those circumstances where it is proper and appropriate to do so. The NIPEC websites will be used as a means for holding as much information as possible in electronic format, thus enabling the downloading of documents and material.

NIPEC will also ensure, through training, policies and procedures that the Council and staff, when undertaking their roles and duties, adhere to the 'Seven Principles of Public Life' i.e. Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.

## **Corporate Areas for 2010-2013**

The key planning assumptions which have been used to develop NIPEC's strategic priorities and corporate areas 2010-2013, and supporting resource budgets, are that:

- NIPEC's statutory objectives will not change during the planning period
- There will be no significant structural changes to the Health and Social Care sector within Northern Ireland that will have an impact on NIPEC
- NIPEC is forecasting to achieve a financial break-even situation each year during the three-year planning period
- Efficient governance and operational capacity will be sustained
- Core expertise and readiness to respond to new challenges will be strengthened.

Four corporate areas have been identified, which will enable NIPEC to fulfill its role and function over the next three years. These are shown below:

## 1. Education, Learning and Development

The environment within which nurses and midwives practise is subject to continuous change and is influenced by an evolving context of care. As a result, these professionals must develop new ways of working and adapt their practices to meet the changing needs. Nurses and midwives must be able to demonstrate competence within their individual roles.

Learning and development are essential components within the requirement for nurses and midwives to provide safe and effective care through which they achieve a lifelong learning approach. The NMC requires that nurses and midwives “...*must keep (their) knowledge and skills up to date throughout their working life.*” (NMC 2007, page 7) NIPEC plays an important role in supporting a flexible approach to the learning and development of nurses and midwives. NIPEC continues to explore the development of resources, which can be used creatively and flexibly, to enable registrants to enhance their competence and performance in order to improve the quality of care they provide to their patients and clients.

NIPEC collaborates with education and service providers to promote high standards in the delivery of education for nurses and midwives. This objective is achieved through active engagement with key stakeholders in relation to taking forward a range of activities to support and monitor the quality of education delivery.

NIPEC will, during the period of this Corporate Plan, have:

- Enhanced its websites to support nurses and midwives in ongoing continuous professional development and the revalidation requirements of the Nursing and Midwifery Council (NMC)
- Promoted improved standards of education and development in collaboration with education and service providers
- Provided a range of activities to facilitate the knowledge and competency development of practitioners.

## 2. Stakeholder Engagement

Health and Social Care provision in Northern Ireland is delivered within a context that requires effective working across a wide number of organisations and agencies. Health and Social Care organisations must take account of the issues that influence the health and care needs of the population of Northern Ireland. The focus for the foreseeable future will be one of continuing to provide high quality care within a challenging economic environment. This constraint requires highly effective working relationships between organisations to ensure that care provision is of the highest standard.

NIPEC has developed a strong ethos of collaborative working with its key stakeholders across all areas of activity and has developed a reputation for facilitating successful regional projects and initiatives. It is essential that NIPEC continues to foster a regional

approach to developments in Northern Ireland in order to make best use of resources. Within the current economic climate, NIPEC is committed to using relevant technologies to facilitate multi-site working.

Effective partnership working is the key to NIPEC's ability to continue to meet its remit to support the practice, education and performance of nurses and midwives. NIPEC will continue to engage with all its stakeholders in a manner that is facilitative and engenders positive working relationships. The focus of NIPEC's activities has involved work associated with nursing and midwifery education and practice. Recently, this work has also included activities relating to multidisciplinary areas of education and practice. NIPEC will seek to strengthen and enhance partnership working with key stakeholders.

NIPEC will, during the period of this Corporate Plan, have:

- Demonstrated effective stakeholder engagement within and outside Northern Ireland, to support the practice, education and performance of nurses and midwives
- Provided an environment which facilitates collaboration, creativity and innovation to support best practice in the delivery of care
- Developed its network of stakeholders to increase opportunities for multidisciplinary working.

### **3. Safe and Effective Practice**

The delivery of high quality 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. In recent years, a number of high-profile inquiries in Northern Ireland have demonstrated that - in order to safeguard the public - a culture of learning from adverse incidents is paramount to ensure continued improvements in the delivery of care (DHSSPS, 2008; Eastern Health and Social Services Board, 2007). All nurses and midwives are required to "...provide a *high standard of practice and care at all times.*" (NMC, 2007, page 1).

NIPEC is committed to supporting practitioners and organisations in the delivery of safe and effective high-quality, person-centred care. NIPEC achieves this objective by adopting a responsive and proactive approach to key stakeholders to assist them in addressing current and future challenges. NIPEC's activities focus on enabling practitioners to improve their practice to meet the needs of patients/clients and their carers.

NIPEC will, during the period of this Corporate Plan, have:

- Enhanced information and communication processes to meet the needs of its stakeholders
- Supported safe and effective practice through the delivery of a wide range of activities providing resources for registrants and their employers

- Implemented a work programme that focuses on activities which impact on quality and safety in relation to the delivery of care
- Explored opportunities for increasing its involvement in multidisciplinary projects and initiatives.

#### **4. Corporate Governance**

NIPEC, as a Non Departmental Public Body (NDPB), views corporate governance as the way in which it is directed and controlled. NIPEC defines the distribution of rights and responsibilities among the participants in the organisation, determines the rules and procedures for making decisions on corporate affairs, including the process through which the organisation's objectives are set–, and provides the means of achieving those objectives and monitoring performance.

NIPEC will, during the period of this Corporate Plan, have:

- Ensured that a strong focus is maintained on Business Risk Management, so that it remains integrated within the organisation's management systems, thus ensuring that risks to the organisation are managed effectively and proportionately
- Maintained its robust financial governance arrangements
- Complied with statutory and regulatory requirements
- Ensured the safeguarding, and proper and effective use of, public funds, together with the stewardship of assets and resources
- Quality assured its project work using the NIPEC Quality Assurance Enhancement Framework.

## **Corporate Resources**

### **Economic Financial Focus**

NIPEC will seek to deliver this Corporate Plan within its revenue budgets. We are acutely aware of our stewardship responsibilities in relation to the range of resources allocated to us, and of the coordination and planning needed to ensure that ,in 2009/2010, the organisation achieves the final year of the three years' cumulative 3% (per year) cash releasing efficiencies savings set for HSC bodies.

As the nature and remit of NIPEC's work necessitates skilled and experienced staff, it has been cognisant, in the past, of the need to maintain it's already small staffing structure if it is to deliver the annual business challenges. To date, therefore, annual savings have been achieved from within its other expenditure budget headings without reducing core staffing levels.

If, in the future economic financial climate within the public sector, further cash releasing efficiencies are imposed on NIPEC during the period of this Corporate Plan, the organisation may have to review the challenges it has set for the period 2010-2013.

In order to demonstrate that it is fulfilling its mandate in an efficient and effective manner, NIPEC will manage its significant risks, maintain sound governance and continue to work actively with all its key stakeholders during this planning period.

### **Service and Budget Agreements**

A component of NIPEC's efficiency strategy is that a number of core support services have elements of work outsourced to the Business Services Organisation (BSO) under a Service and Budget Agreement. The outsourced services are:

- Finance (*Payments, Salaries, production of the Financial Accounts and the Management Accounting Statements*)
- Human Resources
- Legal Services
- Procurement & Logistics (PaLs)
- Equality
- Risk Management and Controls Assurances
- Internal Audit (*Financial Audit and verification of Controls Assurances Standards*).

In addition, NIPEC generates income through the rental of first floor accommodation via a Service Level Agreement (SLA) with the BSO, PaLs Technology Section for project staff and IT equipment.

NIPEC has procedures and systems in place to monitor its Service and Budget Agreement.

### **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 monitored closely with reports going to the Audit Committee on a regular basis.

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).

During this planning period NIPEC, as a public body, will implement within its Annual Report and Accounts the accounting principles contained in the International Financial Reporting System (IFRS) guidelines, as set out by the Treasury.

## Human Resources

NIPEC holds liP accreditation and as an employer, seeks to engender a strong sense of professional fulfillment amongst its staff by providing opportunities for personal development and secondment.

The internal organisational structure is kept under constant review to ensure that it meets NIPEC's needs, and is shown in Annex 3. Within NIPEC's total funded establishment of 21 posts, NIPEC has five permanent Senior Professional Officers with a variable skill mix to support nursing and midwifery work areas. Secondments are also made from staff of the HSC Trusts to Professional Officer and Project Officer posts as required, on either short or medium term appointments. This arrangement enables NIPEC to be flexible in its staffing levels and facilitates the successful carrying forward of a wide range of activities across nursing and midwifery areas. This process ensures that NIPEC can continue to support the broad range of health and social care professional work it undertakes.

A major contributing factor to the achievement of the organisation's objectives is that Corporate Services staff are an integral part of NIPEC and the work of its Senior Professional Officers and seconded staff.

## Accommodation

NIPEC continually strives to achieve maximum benefit from its excellent physical accommodation and to market its conference facilities to other organisations.

As a tenant of Centre House, NIPEC's current lease expires on 31 August 2013.

## Information Technology

In view of NIPEC's strategy to maximise the use of ICT for the benefit of the staff, a new server, with sufficient capacity to enable the organisation to maintain a high quality service to internal and external users of its IT systems, was installed in 2009. NIPEC currently maintains two websites - [www.nipec.hscni.net](http://www.nipec.hscni.net) and [www.nipecdf.org](http://www.nipecdf.org) - as well as hosting an externally maintained website - the *All-Ireland Practice and Quality Development Database*. NIPEC's ICT infrastructure facilitates electronic communication with the nursing and midwifery professions and the public.

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

- Ward Sister/Charge Nurse
- Record Keeping
- Supervision of Midwives

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 & Public Safety (The Minister) via the DHSSPS; the Human Resources Directorate is NIPEC's sponsoring department. NIPEC is monitored by the DHSSPS against the Corporate Plan and Business Plan, through an annual Accountability Meeting, its Annual Report and other *ad hoc* arrangements.

## **Conclusion: Delivering the Plan**

The mission of NIPEC is to improve the quality of health and care of patients and clients within Northern Ireland by supporting the practice, education and professional development of registrants. This Corporate Plan sets out our vision, goals and the means by which these will be achieved during the period 2010 - 2013.

Strengthening relationships with those who contribute to our goals is a key priority and, in delivering this Corporate Plan, NIPEC will continue to work closely with its partners and key stakeholders, within the HSC and other organisations, particularly those with complementary interests and responsibilities.

**ANNEX 1****Legislation**

The Bill progressed through the relevant Assembly Legislation stages and received Royal Assent on 4<sup>th</sup> October 2002. The Statutory Rules for the establishment of NIPEC were consulted on and passed with an implementation date of 7<sup>th</sup> October 2002.

NIPEC was established in 2002 under the Health and Personal Social Services Act as a NDPB, sponsored by the DHSSPS. The Act<sup>1</sup> identifies the following responsibilities for NIPEC:

- (2) “It shall be the duty of the Council to promote
  - (a) high standards of practice among nurses and midwives
  - (b) high standards in the education and training of nurses and midwives; and
  - (c) the professional development of nurses and midwives.
  
- (3) Without prejudice to the generality of subsection (2) the Council may
  - (a) provide guidance on best practice for nurses and midwives, and
  - (b) provide advice and information on matters relating to nursing and midwifery.
  
- (4) The Council shall, in the exercise of its functions, act
  - (a) in accordance with any directions given to it by the Department, and
  - (b) under the general guidance of the Department.”

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

## **ANNEX 2**

### **COUNCIL MEMBERSHIP**

#### **Chair**

Mrs Carol Curran

#### **Executive Member**

Mrs Maura Devlin, Interim Chief Executive

#### **Professional Members**

Mrs Hazel Baird

Mrs Sally Campalani-McConnell

Mrs Eleanor Hayes

Mrs Deirdre McNamee

(Vacancy)

(Vacancy)

(Vacancy)

(Vacancy)

#### **Lay Members**

Mrs Florence McMahon (Deputy Chair)

Dr Vinod Tohani

(Vacancy)

(Vacancy)

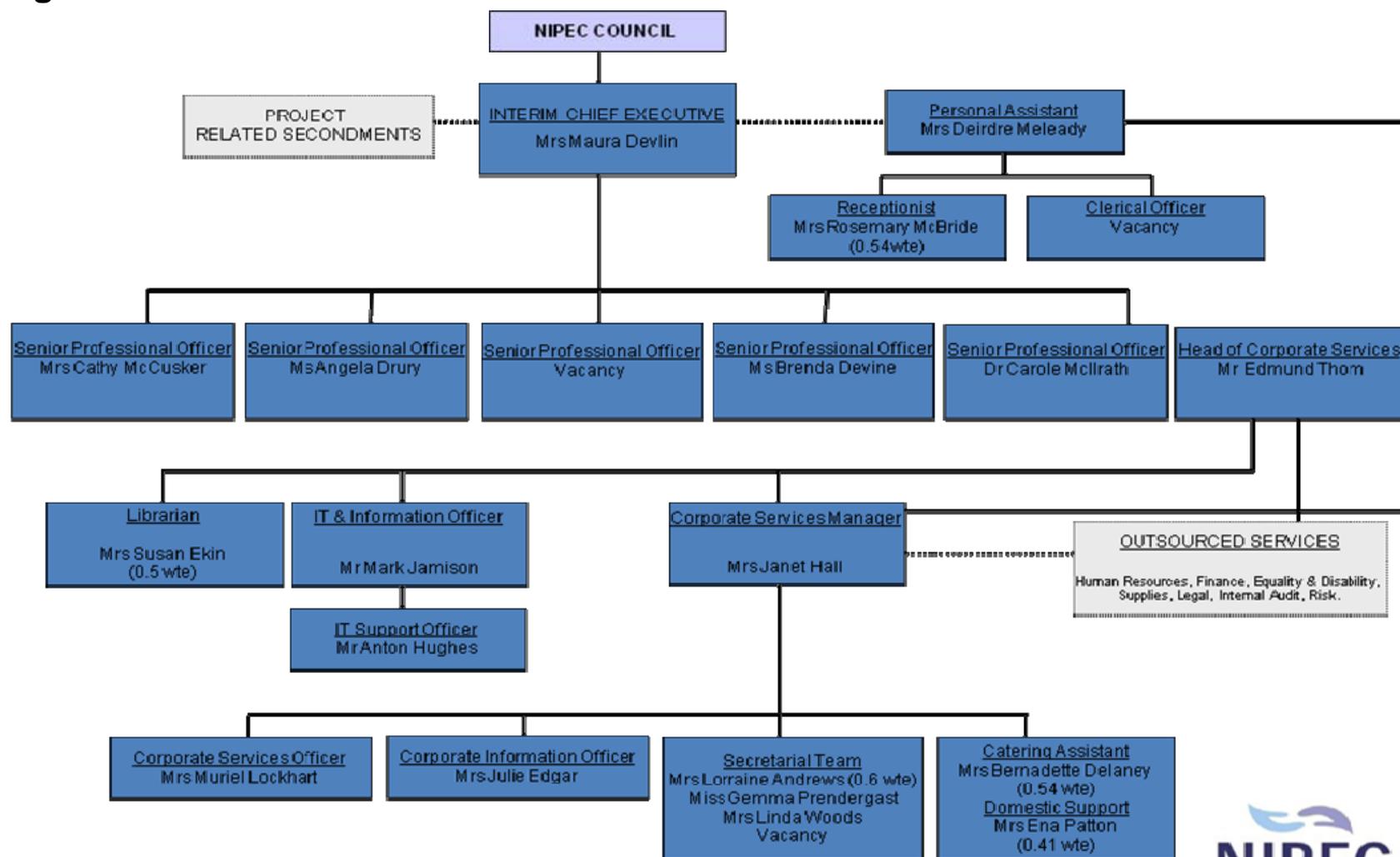
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#### **Ex Officio Member**

Chief Nursing Officer, DHSSPS

# Staff Organisational Structure Chart as at June 2011



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



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