



NIPEC Corporate Plan

2013-2016

Submission - 4th February 2013



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Please note this corporate plan should be read in conjunction with the relevant annual Business Plan and Work Plan.

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Foreword

As the Chair of NIPEC I am delighted to write this foreword to NIPEC's Corporate Plan 2013-2016.

This Corporate Plan identifies the key challenges and opportunities that NIPEC anticipates facing over the next three-year period. This Plan reflects how we will continue to collaborate with stakeholders, in a context of ongoing economic challenges, to support the improvement of standards of practice, education and professional development of nursing and midwifery staff which facilitates the delivery of high quality health and social care to the population of Northern Ireland.

With the implementation of *Transforming Your Care* (TYC) (DHSSPS 2011) over the next few years, we anticipate significant challenges for the nursing and midwifery profession within the Public, Voluntary and Independent Sectors. As a result of NIPEC's unique regional role within Northern Ireland, we have, therefore, reflected these challenges across the key strategic areas:

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

NIPEC's implementation of this Corporate Plan will assist nurses and midwives to be better prepared to respond to the challenges which will face our health and social care system as the delivery of services and future models of care are designed around the needs of the individual patient and service user.

As the challenges ahead, in these austere economic times, will be daunting for the health and social care sector, NIPEC will continue to work collaboratively with our key stakeholders to develop and enhance outputs and products. This will assist nurses and midwives to deliver nursing and midwifery care to high standards to improve the health and social care outcomes for the population in Northern Ireland.

In October 2012, NIPEC celebrated the first ten years of its work in practice, education and professional development. Reflecting on the many significant achievements that NIPEC has delivered over these years, I am confident that - with the current Council membership and the professionalism and expertise of its staff - NIPEC will deliver this Corporate Plan.

Professor 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 Annexe 1, and are summarised below:

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

NIPEC's Purpose

NIPEC has an exciting and challenging role in supporting the provision of the best nursing and midwifery practice within Northern Ireland, now and into the future.

Health and social care services 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 personalised, safe and effective 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 and support them in achieving their objectives and aspirations.

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, 2008). 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.

NIPEC's Council

NIPEC's Council is charged with setting the strategic direction of the organisation and overseeing governance responsibilities. The membership of the Council consists of six lay members, nine professional members (including Chair), the Chief Executive of NIPEC (Executive member) and the Chief Nursing Officer, DHSSPS (ex officio member).

NIPEC Council membership, as at December 2012, is included at Annexe 2.

NIPEC's Mission Statement

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

NIPEC's Vision

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

NIPEC's Values

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

Our values, summarised below, are to

- act at all times with 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.
- 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 .

Strategic Context

NIPEC establishes and maintains a three-year strategic plan, setting out its activities. Each year, NIPEC reviews its corporate and business priorities, taking into account the environment within which its key stakeholders operate. These documents are complemented by NIPEC's three-year work plan, (www.nipec.hscni.net/workplan.htm), which was developed in 2012, through discussion with the Chief Nursing Officer. This three-year work plan sets out particular areas which NIPEC will focus on to support the translation of regional direction and policy into practice with the aim of supporting employers as well as nursing and midwifery staff, enhance professional practice, and in turn deliver safe, effective and person-centred care

A modern nursing and midwifery workforce must be able to respond rapidly to a changing health and social care context and deliver high quality care within a challenging financial context that demands additional efficiency and performance.

Since 2007, there has been a major reorganisation in provider organisations in the health and social care sector. The reconfigured 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.

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

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

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

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

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

Delivering the Bamford Vision. Responses of the NI Executive to the Bamford Review of Mental Health and Learning Disability. Action Plan 2009-2011 (DHSSPS, 2009)

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

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

Midwifery 2020. Delivering Expectations (DH, 2010)

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

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

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

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

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

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

Consequently, these changes impact on NIPEC's role and functions in supporting the practice, education and professional development 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 priorities for NIPEC over the next three years include:

- Addressing the DHSSPS priorities set for NIPEC in regard to supporting the Department and HSC in the areas of quality and service delivery/improvement for the nursing and midwifery workforce
- Participate and respond to the outcome of the DHSSPS-led review of NIPEC
- 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 that best use is made of information sources and information derived from patients and the public 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 materials.

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' (www.public-standards.org.uk/ accessed 31st January, 2013).

Strategy Map 2013-2016

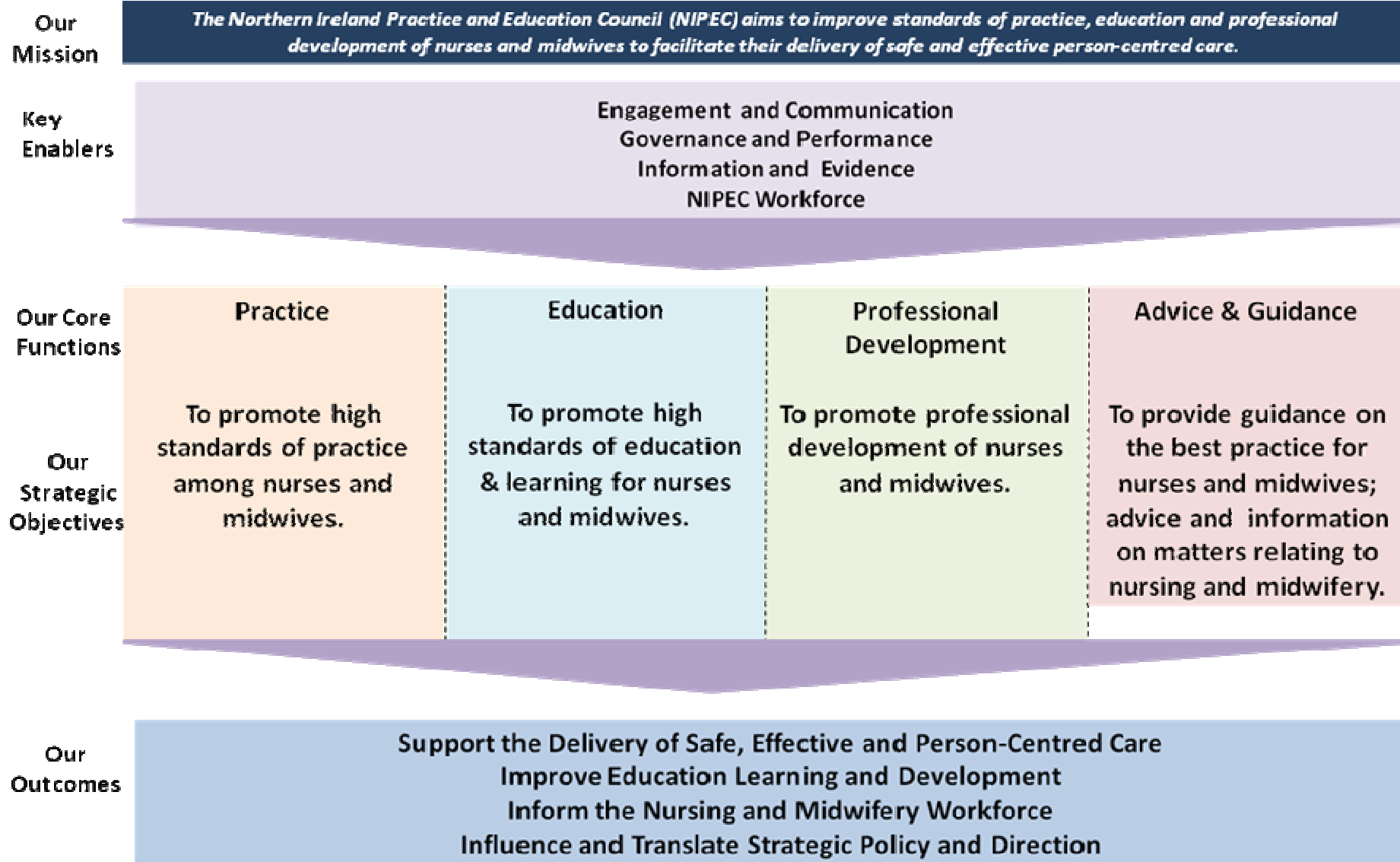
NIPEC's strategic vision for the period 2013-2016 is represented diagrammatically in the form of a strategy map (Figure A, page 10).

This figure reflects the interrelationship of NIPEC's mission, core functions and strategic objectives, which - together with key enablers - will ultimately facilitate the delivery of planned outcomes.

Whilst this Corporate Plan is underpinned by annual business plans, which will set out the key actions for each of the specific strategic years, it is dependent on sufficient financial resources being available to NIPEC to support these plans.

The strategy map currently outlines NIPEC's vision for the next three years. NIPEC is required under its legislation (Annexe 1) to exercise its functions in accordance with directions provided by the DHSSPS. A degree of flexibility, therefore, has to be read into this map in order for NIPEC to respond to challenges and opportunities as they may arise.

NIPEC - Strategy Map 2013 - 2016



Corporate Areas for 2013-2016

The key planning assumptions which have been used to develop NIPEC's corporate areas and strategic priorities 2013-2016, and supporting resource budgets, are

- NIPEC's statutory objectives will not change during the planning period
- there will be no significant structural changes to the Northern Ireland Health and Social Care sector 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.

Nine corporate areas have been identified; these will enable NIPEC to fulfill its role and function over the next three years and are listed below:

- **Practice**
- **Education**
- **Professional Development**
- **Advice and Guidance**

- **Engagement, Partnership and Communication**
- **Governance and Performance**
- **Information**
- **Evidence**
- **NIPEC's Workforce.**

In all the corporate areas, strategic objectives and priorities have been identified and the following paragraphs set out the relevant elements.

Practice

Demographic change, increasing specialisation, new technologies and other advances in healthcare make demands on the workforce. Nurses and midwives, working within the multidisciplinary team, must be responsive and able to adapt to new roles and to 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, who now have increased opportunities to develop practice, in particular to provide more care that is nurse- or midwife-led and is focused on their role within the multidisciplinary team.

NIPEC will, therefore, focus on

- the continued promotion of high standards of practice among nurses and midwives
- the prioritising of its activities completing a number of work streams designed to support nursing and midwifery staff in the provision of safe, effective, personalised practice
- assess the impact of specified products as appropriate.

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
To promote high standards of practice among nurses and	Complete a work plan of projects/ initiatives - within agreed timescales - which facilitate nurses, midwives and organisations in delivery of safe,

midwives.	effective and person-centred care. Assess the impact of specified products as appropriate.
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Education

The environment within which nurses and midwives practise is subject to continuous change and is influenced by a context of care which aims to balance competing demands and priorities. 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.

The NMC requires that nurses and midwives “...*must keep (their) knowledge and skills up to date throughout their working life.*” (NMC 2008, 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 production 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, and taking forward a range

of activities to support and monitor the quality of education delivery.

NIPEC will, during the period of this Corporate Plan, work to

- 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)
- promote improved standards of education and development in collaboration with education and service providers
- provide a range of activities to facilitate and develop further the competence of practitioners.

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
To promote high standards of education and learning for nurses and midwives.	Work in partnership to <ul style="list-style-type: none"> • assure the fitness and appropriateness of relevant education programmes for the learning and development of nurses and midwives • develop products and provide support for education and learning of the workforce.

Professional Development

The demography 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, 2011). Such developments will 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. To be prepared to capitalise on the opportunities presented by these challenges, nurses and midwives - at individual, organisational and professional levels - should be actively engaged with and supported as they participate in professional development and developments within the professions.

During the time frame of this Corporate Plan, NIPEC will strive to

- deliver its core function of promoting and encouraging the professional development of nurses and midwives
- develop various resources
- support the embedding of products in practice

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
To promote the professional	Work in partnership to

development of nurses & midwives.	<ul style="list-style-type: none"> • produce resources which promote and support the professional development of nurses and midwives • support the implementation, and evaluation of the products of NIPEC's work.
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Advice and Guidance

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. 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, 2008, 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 the requests and needs of 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

- enhance information and communication processes to meet the needs of its stakeholders
- support safe and effective practice through the delivery of a wide range of activities, providing resources, advice and information for registrants and their employers
- implement a work programme that focuses on activities which impact on quality and safety in relation to the delivery of care
- explore opportunities for increasing its involvement in multidisciplinary projects and initiatives.

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
To provide guidance on the best practice for nurses and midwives and advice and information on matters relating to nursing and midwifery.	Provide advice, guidance and information which <ul style="list-style-type: none"> • translates strategic policy for use by nurses and midwives • supports the interpretation and application of legislation • are based on best available evidence.

Engagement, Partnership and Communication

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 safe, effective and person-centred care within a challenging economic environment. This reality 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, to continue to meet its remit to support high standards of practice, education and professional development of nurses and midwives and to influence and shape strategic policy. NIPEC will, therefore, continue to engage with all its stakeholders, working in partnership and in a manner that is facilitative and engenders positive working relationships. It is also relevant to note that within the current economic climate, NIPEC is committed to using relevant technologies to facilitate multi-site working.

NIPEC will, during the period of this Corporate Plan

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

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
To work with stakeholders to support the practice, education and professional development of nurses and midwives.	Continue to engage effectively, communicate and work in partnership with stakeholders across all sectors, locally, nationally and internationally.

Governance and Performance

NIPEC, as a 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, deliver the strategic objective of maintaining a robust governance and accountability framework by

- ensuring that Business Risk Management remains firmly integrated within the organisation, so that risks to the organisation are managed effectively and proportionately
- maintaining its robust financial governance arrangements
- complying with statutory and regulatory requirements
- ensuring the safeguarding, and proper and effective use of public funds, together with the stewardship of assets and resources
- quality assuring its project work using the NIPEC Quality Assurance Enhancement Framework.

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
<p>To maintain a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance.</p>	<p>Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.</p>

Information

Within the context of health and social care, there is an increasing onus on organisations to ensure compliance with information governance legislation, guidance and best practice. NIPEC is bound by the information governance statutory and legislative requirements that apply to all NDPBs. We are committed to ensuring that all information held and produced by NIPEC is managed effectively to support the delivery of its strategic and operational objectives.

NIPEC is committed to developing, producing and disseminating evidence-based, quality and accessible information and resources. This is done in partnership with a wide range of key stakeholders across the nursing and midwifery professions within the Statutory, Voluntary and Independent sectors.

In doing so, NIPEC takes account of relevant legislation and has robust information governance processes underpinning the production of its electronic and written information. One of NIPEC's main vehicles for communicating to registrants is its website. NIPEC applies robust mechanisms to ensure that its website is an effective and easily accessible resource for nurses and midwives supporting them in their practice, education and professional development. An internal quality assurance group regularly reviews the website and its content to ensure that it remains fit for purpose and meets the needs of registrants, employers, senior nursing and midwifery leaders.

NIPEC will, during the period of this Corporate Plan

- 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
- maintain AAA website accessibility award, (WCAG, 1.0) and ensured that the website continues to be compliant with website quality guidelines and relevant legislation
- review and update its information governance policies and procedures as per legislation and statutory requirements.

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
<p>To ensure that information is managed effectively to support NIPEC's strategic and operational objectives.</p>	<p>Continue to meet legislative and statutory requirements to support the production, management, dissemination and retention of relevant information.</p>

Evidence

Research and evidence-based practice are recognised by the nursing and midwifery professions as an essential basis for the development and underpinning of safe, effective and person-centred care. This is also emphasised in the recent policy direction, 'Quality 2020' (DHSSPS, 2011).

Nursing research is a scientific process that validates and refines existing knowledge and generates new knowledge that directly and indirectly influences nursing practice (Burns & Grove, 2001). Evidence-based practice is using the best evidence available to guide clinical decision making (Sackett et al., 2000).

Throughout his/her career pathway, each nurse or midwife, through participation in research and evidence-based activities, will learn and develop a set of skills that can be transferred into a

range of areas, including problem solving, critical thinking and analysis.

Through delivery of its statutory functions, NIPEC will

- work closely with stakeholders to support the development of the nursing and midwifery professions, ensuring that all our activities utilise research and best available evidence.

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
To ensure that NIPEC's functions are underpinned by research and available evidence.	Continue, and strengthen, a culture of critical enquiry through the use of <ul style="list-style-type: none"> • best available evidence • feedback from stakeholder engagement • other relevant information sources.

NIPEC's Workforce

NIPEC holds IIP accreditation and as an employer, seeks to engender a strong sense of professional fulfilment 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 4. Within its total funded establishment of 21 posts, NIPEC has five permanent Senior Professional Officers, with a valuable skill mix to support nursing and midwifery work areas. Secondments from staff of the HSC Trusts are also made to Professional Officer and Project Officer posts, which can be located either within NIPEC or within HSC Trusts and which are short or medium term appointments as required. This arrangement enables NIPEC to be flexible in its staffing levels and facilitates the successful carrying forward of a wide range of activities, both strategically and locally within Trusts. This process also ensures that NIPEC can continue to support and facilitate a broad range of nursing and midwifery professional activities across the region.

A major contributing factor to the successful achievement of the organisation's purpose and functions is the fact that Corporate Services staff members are integral to NIPEC and the work of its Senior Professional Officers and seconded staff.

NIPEC will continue to meet its responsibilities by focusing on its strategic objective of

- ensuring that NIPEC's workforce remains competent, effectively delivering on its strategic objectives, is supported and feels valued.

Strategic Objective (2013 – 2016)	NIPEC's priorities for 2013 – 2016
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<p>To ensure a competent and valued workforce within NIPEC.</p>	<p>Continue to support and maintain a competent and professional workforce delivering on NIPEC's strategic objectives.</p> <p>Maintain a fully integrated planning and performance management approach to promote and support continuous improvement and learning.</p>
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Corporate Resources

Economic Financial Focus

NIPEC will seek to deliver this Corporate Plan within its revenue budgets. There is an acute awareness of the stewardship responsibilities in relation to the range of resources allocated to NIPEC, and of the coordination and planning needed to ensure that, during this three-year period, the organisation delivers its objectives within the financial resource limits set by the DHSSPS.

As the nature and remit of NIPEC's work necessitates skilled and experienced staff, cognizance has been taken, in the past, of the need to maintain its 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 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 2013-2016.

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 and 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 that NIPEC adheres to best practice for regularity, propriety and value for money, expenditure and income will continue to be monitored closely. Reports will continue to be submitted regularly to the Audit and Risk Committee.

As an NDPB, 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.

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. NIPEC will work with the Health Estates Investment Group (HEIG), with input from the Land and Services (LPS), to ascertain a way forward which will deliver the most appropriate, efficient and value for money (VFM) outcome to address NIPEC's future accommodation needs.

Information Technology (ICT)

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 ICT systems - was installed in 2009. NIPEC currently maintains two websites - www.nipec.hscni.net and www.nipecdf.org - as well as hosting an externally maintained website - the *All-Ireland Practice and Quality Development Database* www.nipec.org. NIPEC's ICT infrastructure facilitates electronic communication with the nursing and midwifery professions and the public, thus facilitating individuals and organisations within and beyond Northern Ireland to access and make use of various resources and information.

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

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

A significant proportion of NIPEC's documentation, policies and information regarding the corporate business areas is 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 Strategy and Business Plan, through regular Accountability Review Meetings within the financial year, its Annual Report and other *ad hoc* arrangements.

Delivering the Strategy and Managing Performance

The mission of NIPEC is to improve standards of practice, education and professional development of nurses and midwives to facilitate their delivery of safe, effective person-centred practice. This Corporate Plan sets out NIPEC's vision, goals and the means by which these will be achieved during the period 2013-2016.

NIPEC will continue to engage and work closely with its partners and key stakeholders, within the HSC and other organisations, particularly those with complementary interests and responsibilities. This, together with maintaining robust performance management and reporting processes, retaining a skilled and dedicated workforce and the availability of adequate funding, will ensure that NIPEC is successful in the delivery of the Corporate Plan.

The Management Statement, Financial Memorandum between NIPEC and DHSSPS sets out the broad framework within which NIPEC operates and how it will be held to account for its performance to its sponsoring branch.

The reporting of performance to NIPEC's Council is by means of the quarterly summary of progress made in delivering the corporate objectives and a matrix of the work streams; financial

performance by 'financial executive summaries'; and the production of an Annual Report and Accounts. Also, monthly financial revenue and capital monitoring returns are made to the DHSSPS.

ANNEXE 1

Legislation

The Bill progressed through the relevant Assembly Legislation stages and received Royal Assent on 4th October 2002. The Statutory Rules for the establishment of NIPEC were consulted on and passed with an implementation date of 7th October 2002. NIPEC was established in 2002 under the Health and Personal Social Services Act as an NDPB, sponsored by the DHSSPS. The Act¹ 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.

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

- (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.”

ANNEXE 2

COUNCIL MEMBERSHIP

Chair

Professor Carol Curran

Executive Member

Dr Glynis Henry, Chief Executive

Professional Members

Mrs Sally Campalani-McConnell

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

Dr Marina Lupari

Mrs Jinna Brownlees

Mrs Ruth Burrows

Mrs Lisa Houlihan

Mr Patrick McGreevy

Mrs Deborah Oktar-Campbell

Lay Members

Mrs Florence McMahon, (**Deputy Chair of NIPEC**)

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

Ms Alison Baxendale

Ms Maureen Clark

Mr Paul Davidson

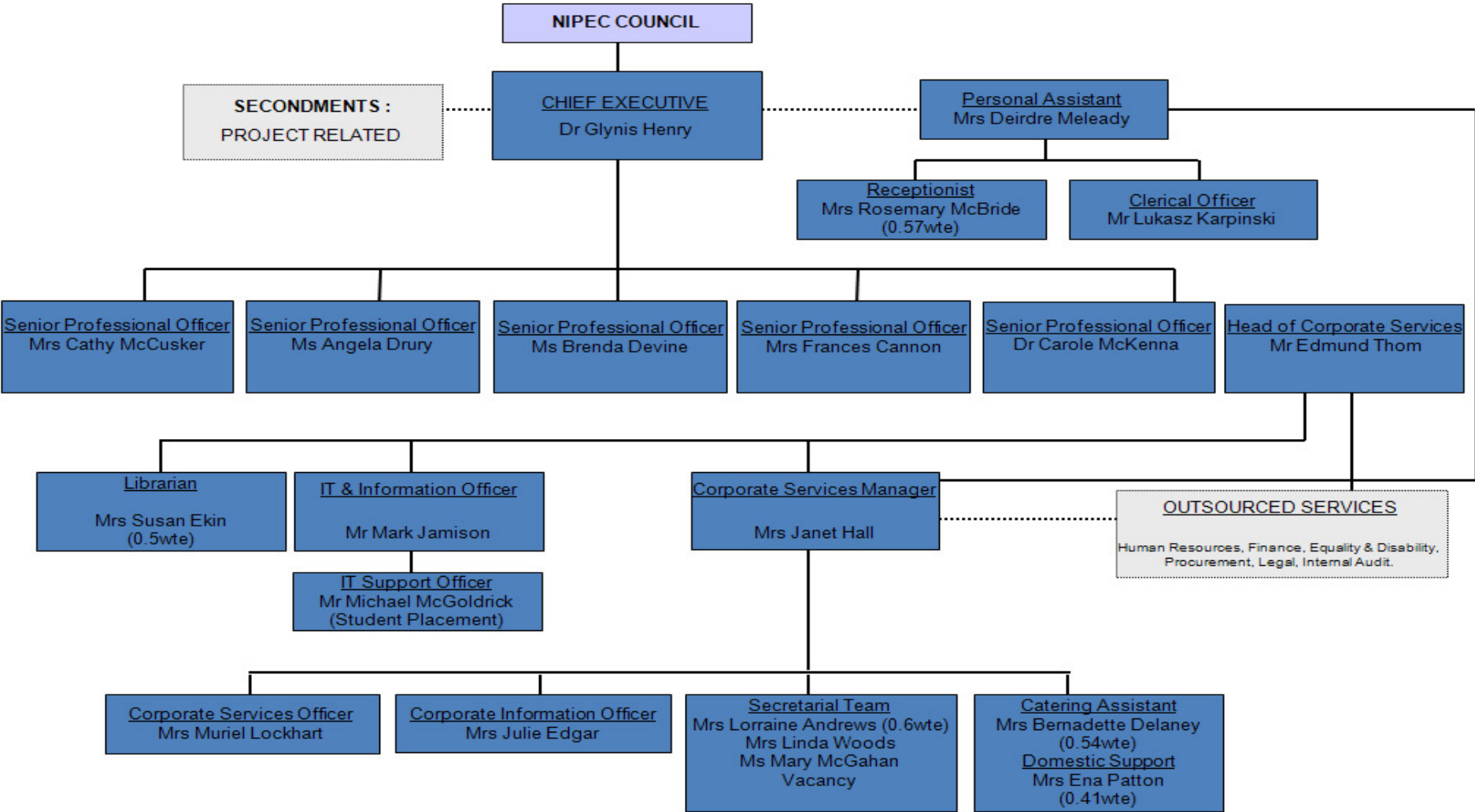
Mr Alan Henry, OBE

Ex Officio Member

Chief Nursing Officer, DHSSPS

ANNEXE 3

Staff Organisational Structure Chart



ANNEXE 4. References

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For further Information, please contact:

Centre House
79 Chichester Street
BELFAST, BT1 4JE
Tel: 028 9023 8152
Fax: 028 9033 3298

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