

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

**ANNUAL BUSINESS PLAN
2022 – 2023**

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

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Introduction

The Northern Ireland Practice and Education Council for Nursing and Midwifery (NIPEC) Annual Business Plan for 2022-23 details how we will make best use of our resources to achieve our strategic objectives.

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

- Continuing to strengthen a person-centred culture of critical enquiry and quality improvement and the use of best available evidence, feedback from stakeholder engagement and other available information sources
- Demonstrating that NIPEC is an agile and flexible organisation which can respond quickly to strategic priorities and in particular the challenges presented by the global COVID-19 pandemic
- Promoting and facilitating innovation and reform underpinned by co-production and co-design
- Maintaining competent and professional staff and promoting and supporting continuous improvement and learning
- Enabling initiatives to support the health and wellbeing of our staff and stakeholders
- Ensuring that NIPEC's functions are underpinned by robust governance and an outcomes-based accountability framework.

NIPEC's Purpose, Values, Vision and Mission

During 2022-23 NIPEC's corporate objectives will align to our purpose, our values, our vision and our mission.

Our Purpose

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

NIPEC's Statutory Responsibilities

To promote:

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

and provide:

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

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

Achievement of NIPEC’s statutory responsibilities is also laid out within its ‘Management Statement & Financial Memorandum’ as approved by the Department of Health which sets out the rules and guidance relevant to the exercise of NIPEC’s functions, duties and powers as well as how it is held to account for its performance.

Our Values

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).



They 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 we are committed to promoting respect for diversity and to challenging sectarianism and racism in both employment and services.

Our Vision

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



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>

Our Mission

What we do:

NIPEC aims to further promote 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.

Strategic Context

This Annual Business Plan 2022-23 is influenced by a range of Global, UK and Northern Ireland (NI) strategies and policies including the following:

Rebuilding Health and Social Care Services

The COVID-19 global pandemic dramatically changed the landscape of the Health and Social Care (HSC) system in Northern Ireland as services were significantly reconfigured in order to respond to the pandemic challenge and reduce the risk of COVID-19 transmission.

In June 2020, the Minister of Health took steps to temporarily change the current governance and accountability arrangements within the Health and Social Care Framework Document (September 2011)² and also published the 'Strategic Framework for Rebuilding Health and Social Care Services'³. The Strategic Framework, which provides an analysis of the adverse impact of COVID-19 on the health care system since March 2020, sets out the approach to rebuilding HSC services and remains the extant strategic approach to achieving the right balance between delivering COVID-19 and non-COVID-19 activity. The management board, established in 2020, continues to have responsibility for providing oversight and direction on the implementation of the Department of Health's (DoH) 'Strategic Framework for Rebuilding HSC Services'³ for the next year.

During 2020/21, the DoH acted to preserve the highest priority essential services, such as maternity care and many cancer treatments, whilst continuing to be impacted by the ongoing pandemic, as demonstrated in the Rebuilding HSC Services Strategic Framework³. There has been significant learning over the last two years from the Surge Planning Strategic Framework⁴ which continues to support regional approaches to service delivery in areas such as elective care, orthopaedic services and care homes, to ensure that the HSC is prepared for the future.

NIPEC has played an active role in supporting the DoH during these challenging times. The organisation has responded by frequently reviewing its priorities in order to support the HSC from the outset of the pandemic and a number of NIPEC COVID-19 specific objectives were agreed by NIPEC's Council and the DoH through updated Business plans.

Nursing and Midwifery Council

On 25 March 2020, the UK government introduced new emergency legislation that allowed the NMC to set up a COVID-19 emergency temporary register⁵. This enabled the NMC to

² Department Of Health, Social Services and Public Safety. (2011). *The Health and Social Care Framework Document (The Framework Document)*. Available at: <https://www.health-ni.gov.uk/publications/dhssps-framework-document-september-2011>.

³ Department of Health. (2020). *Rebuilding Health and Social Care Services – Strategic Framework*. Available at: <https://www.health-ni.gov.uk/sites/default/files/publications/health/rebuilding-hsc.pdf>

⁴ Department of Health. (2020). *Surge Planning Strategic Framework*. Available at: <https://www.health-ni.gov.uk/publications/winter-surge-plans>.

⁵ United Kingdom Government legislation (2020) Coronavirus Act 2020. Available at: <https://www.legislation.gov.uk/ukpga/2020/7/contents/enacted/data.htm>

expand the nursing and midwifery workforce during the COVID-19 response by reaching out to those who had retired or whose registration had lapsed within the previous three years and provide opportunities for the early registration for overseas staff.

Following the immediate response to the pandemic, the NMC agreed to replace the emergency education standards that had been in place replacing them with the NMC Recovery Programme Standards⁶ to support students to return to their normal studies and supernumerary status. During this period, NIPEC, through leading the Future Nurse Future Midwife (FNFM) programme, has been at the forefront, working closely with the NMC, DoH, and education and practice partners, to develop a range of resources and provide support within practice settings. Although the Recovery Programme Standards remain available until it is deemed the pandemic is over, they are currently not being used in Northern Ireland.

In response to the consultation on the new education standards for preregistration education of nurses and midwives⁷, where it was highlighted that support for new registrants should be a key priority, the NMC updated their previous position on preceptorship and aligned the extant principles to the new pre-registration education standards. NIPEC has reviewed and updated its Preceptorship Framework, in collaboration with key stakeholders, to reflect the NMC Principles for Preceptorship⁸ and also align them to the Northern Ireland Reflective Supervision Framework (pending publication).

More recently the NMC established a UK wide steering group to lead a review of the post-registration standards of proficiency and the associated programme standards for Specialist Community Public Health Nursing (SCPHN) and Specialist Practice Qualification standards (SPQ)⁹. In May 2022, the revised standards were accepted and signed off by NMC Council. This will have implications for this year's NIPEC business planning cycle as it supports the DOH to regionally implement the standards.

In September 2020, the NMC launched *Caring with Confidence: The Code in Action*¹⁰, a series of bite-sized animations demonstrating how the Code can help professionals to feel confident about their decisions and actions in these challenging times and beyond. The animations focus on key themes about nursing and midwifery professionals' roles, and how the Code can support them to uphold high standards, especially in difficult situations.

In February 2021, the NMC published a new resource *Managing Concerns*¹¹ to support employers of nurses and midwives in taking effective action when concerns are raised about someone's practise.

⁶ Nursing and Midwifery Council (NMC) (2020) Recovery programme standards. Available at: <https://www.nmc.org.uk/globalassets/sitedocuments/education-standards/recovery-programme-standards.pdf>

⁷ Nursing and Midwifery Council (NMC) (2018) Education standards consultation response at <https://www.nmc.org/globalassets/sitedocuments-standards/education-standards-consultation-response-may-2018.pdf>

⁸ Nursing and Midwifery Council (NMC) (2020). Principles for Preceptorship Available at: <https://www.nmc.org.uk/globalassets/sitedocuments/nmc-publications/nmc-principles-for-preceptorship-a5.pdf>

⁹ Nursing and Midwifery Council (NMC). Reviewing our post-registration standards. Available at: <https://www.nmc.org.uk/education/programme-of-change-for-education/reviewing-our-post-registration-standards/>

¹⁰ Nursing and Midwifery Council (NMC). Caring with Confidence: The Code in Action. Available at: <https://www.nmc.org.uk/news/news-and-updates/code-in-action>.

¹¹ Nursing and Midwifery Council (NMC) Managing concerns: a resource for employers. Available at: <https://www.nmc.org.uk/employer-resource/>.

European Union (EU) Exit

The UK left the EU on 31 December 2020 and the Government reached a Trade and Cooperation Agreement on the UK's future relationship with the EU. The European Union Future Relationship Bill came into effect on 1 January 2021. The DoH will continue to provide updates to HSC organisations about the agreement and its impact on health and social care service organisations and providers, including information relating to the Northern Ireland Protocol. The NMC have been working closely with the UK Government to minimise any disruption to the UK workforce during the transition period. NIPEC will continue to monitor and support any and all related changes that take place.

Programme for Government

The NI Assembly was restored on Saturday, 11 January 2020, having been dissolved for just over three years. Although work commenced on the implementation of the priorities in the *New Decade, New Approach*¹² deal to strengthen public services and to tackle challenges in the economy, health, education and housing, the pandemic resulted in a sharp downturn in productivity across all sectors and an associated increase in poverty, hospital waiting lists and increased waiting times for cancer screenings and diagnoses¹³. The DoH has tried to act responsively to increase the numbers of nurses on the front line by putting in place emergency measures for student nurses, implementing recruitment drives to encourage back to the workplace nurses and midwives who had left or retired, and enhancing the digital interface to enable remote working.

The four population based outcomes from the reform agenda were never more apparent than during the lock down decisions taken at the various stages of the pandemic:

- 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.

What was previously thought an ambitious 10-year programme of change for health and social care outlined in, *Health and Well Being 2026: Delivering Together*¹⁴ has certainly been fast tracked during the pandemic in relation to all of the key aims:

- Moving towards a model of care focused on provision of services close to home;
- Concentrating specialised procedures on a smaller number of sites;
- Increasing emphasis on prediction, prevention and health promotion rather than 'reactive' care;
- Providing a structure for better citizen engagement;
- Investing in and building capacity within existing health and social care networks; and

¹² Smith, J. and Coveney, S. (2020). *New decade, New Approach*. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/856998/2020-01-08_a_new_decade_a_new_approach.pdf

¹³ Northern Ireland Human Rights Commission (NIHRC) 2022 [The impact of Covid-19 on public services in Northern Ireland](https://nihrc.org/publication/detail/report-the-impact-of-covid-19-on-public-services-in-northern-ireland) Available at: <https://nihrc.org/publication/detail/report-the-impact-of-covid-19-on-public-services-in-northern-ireland>

¹⁴ Department of Health. (2016). *Health and Wellbeing 2026: Delivering Together*. Available at: <https://www.health-ni.gov.uk/sites/default/files/publications/health/health-and-wellbeing-2026-delivering-together.pdf>.

- Investing in eHealth to support improved self-management, care at home and use of information.

The main casualty however in health terms has been increased waiting times for cancer screening and treatment, elective surgery and long term condition management.

NIPEC's business will continue to be influenced by a range of broader extant and emerging strategies and policies that drive reform and transformation of services for example:

- Quality 2020¹⁵;
- Making Life Better¹⁶;
- Health and Well Being 2026: Delivering Together¹⁶;
- Improving the Patient and Client Experience¹⁷
- HSC Collective Leadership Strategy¹⁸.
- DoH Co-production guide¹⁹
- All-Ireland Digital Capability Framework²⁰

NI Integrated Care System

A new Integrated Care System (ICS) has been introduced which signals a new way of planning and managing our health and social care services based on the specific needs of the population. The ICS approach brings many partners together, building on the excellent partnership working achieved during the pandemic. The key focus of the ICS is to address the wider determinants of health and wellbeing through a population health approach. This will address the whole life course from prevention, early intervention through to treatment and end of life care. NIPEC's programme of work will reflect this new approach.

Nursing and Midwifery Task Group Report

The implementation plan of the Nursing and Midwifery Task Group Report²¹ is set out within three strategic themes:

1. Stabilise the nursing and midwifery workforce to ensure safe and effective care.
2. Strengthen the role that nursing and midwifery play in population and public health planning.

¹⁵ Department of Health, Social Services and Public Safety (2011) Health and Wellbeing 2026 (2017) Available at: <https://www.health-ni.gov.uk/publications/health-and-wellbeing-2026-delivering-together>

¹⁶ Department of Health, Social Services and Public Safety (2014) *Making Life Better. A Whole System Strategic Framework for Public Health 2013 – 2023*. Available at: https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/making-life-better-strategic-framework-2013-2023_0.pdf.

¹⁷ Department of Health, Social Services and Public Safety (2009) *Improving the Patient and Client Experience*. Belfast: DHSSPS.

¹⁸ Department of Health (2017) *HSC Collective Leadership Strategy*. Available at: <https://www.health-ni.gov.uk/publications/hsc-collective-leadership-strategy>

¹⁹ Department of Health (2018) *Co-Production Guide for Northern Ireland: Connecting and realising value through people*. Available at <https://www.health-ni.gov.uk/sites/default/files/publications/health/HSCB-Co-Production-Guide.pdf>.

²⁰ Health Service Executive and Health and Social Care NI (2022) *All-Ireland Digital Capability Framework for Health and Social Care*. Dublin & Belfast: HSE and HSCNI

²¹ Department of Health. (2020). *Nursing and Midwifery Task Group (NMTG) Report and Recommendations*. Available at: <https://www.health-ni.gov.uk/publications/nursing-and-midwifery-task-group-nmtg-report-and-recommendations>

3. Enhancing the role nurses and midwives play within multi-disciplinary teams as part of the wider transformation of the health and social care system.

Implementation of this plan will be overseen by the DoH's Chief Nursing Officer (CNO) in partnership with the Central Nursing and Midwifery Advisory Committee (CNMAC). NIPEC is well placed to support this significant work as it is taken forward, including supporting the development of a DoH Nursing and Midwifery Strategy. NIPEC's programme of work reflects the elements within the implementation plan to ensure that the nursing and midwifery workforce are developed to provide safe effective person-centred care to the population of NI.

Review of the current business model for commissioning post-registration education for Nurses, Midwives and Allied Health Professionals

In September 2021, the DoH led a review of the current business model for commissioning post-registration education for Nurses, Midwives and Allied Health Professionals. Aligning with our statutory functions, NIPEC will work closely with the DoH to inform the outcome of the review which aims to ensure that current post-registration education provision is flexible, adaptable and responsive to any future service requirements to support the strategic agenda, and is responsive in meeting the learning and development needs of the professions to enable transformational change, whilst ensuring value for money.

Digital Practice

Northern Ireland (NI) is planning to digitally enable HSC services through an ambitious whole system digital change programme over the next ten years that includes the adoption of a citizen-focused Electronic Health Care Record (EHCR) branded under the name: *Encompass*, across integrated, multi-professional services, taking into account the diverse range of health and social care needs of the population. This digital transformation programme aims to empower people to be more active in their own care through developing both information technologies for health and social care, and staff and citizens to use them. Nursing and midwifery is the largest professional group in NI healthcare²² with significant potential to enable the required service change. The Transforming Nursing and Midwifery Data (TNMD) programme began the important work of preparing the professions to adopt digital change.

During 2021, the CNO agreed that the role of NIPEC to date has been invaluable to this agenda, which will now be supported through new structures aligned to *Encompass* and to the outworking of the NMTG recommendations including Delivering Care funding streams.

Development of Nursing and Midwifery Services

NIPEC plays a particular role in supporting the vision and objectives of the CNO in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. This support will continue to be offered at this key time of

²² [Northern Ireland Health and Social Care Key Facts Workforce Bulletin June 2021 \(health-ni.gov.uk\)](https://www.health-ni.gov.uk/publications/northern-ireland-health-and-social-care-key-facts-workforce-bulletin-june-2021)

change and opportunity within Northern Ireland. NIPEC has continued to focus its efforts on supporting nurses and midwives to successfully adopt and implement the resources which are relevant to specific areas of practice and/or teams.



2021 –
2022

NIPEC's Work in 2021/2022

Enabling Professionalism in Nursing and Midwifery Practice

*Enabling Professionalism in Nursing and Midwifery Practice*²³ aims to describe, what professionalism looks like in practice in order to support the everyday application of the NMC's professional Code¹ in health and social care settings across the UK., NIPEC has continued to work with the Chief Nursing Officers of the UK and Ireland expanding *Enabling Professionalism* to support the understanding of the public relating to the importance of the diverse roles of nurses and midwives and impact to population health and wellbeing.

During the ongoing COVID-19 Pandemic, NIPEC has continued to fulfil its Statutory Functions as stated in the NIPEC's Management Statement Financial Memorandum²⁴.

Since March 2020, NIPEC staff have delivered business operations by working remotely to ensure a safe and effective working environment and in line with NI Executive guidance. Throughout this period, business continuity has been co-ordinated by online Business Team meetings, initially via additional Situation Report (SITREP) meetings and since April 2021, reverting to business as usual arrangements with achievement of NIPEC's corporate objectives being managed by the monthly Business Team meeting.

In 2021-2022, as all efforts continued to be directed towards the COVID-19 response, NIPEC welcomed the opportunity to support DoH and the CNO to maintain effective communication through continued use of a digital platform for nurses and midwives. Reflecting the learning from the first wave of the pandemic response, NIPEC continued to update this platform on a regular basis over the past year to ensure key COVID-19 related information was made available in a timely and accessible manner.

NIPEC were instrumental in leading the NI strand of the Future Nurse Future Midwife (FNFM) project and the implementation of the NMC (2018) standards for education and training with a focus on the implementation of the Future Midwife standards from September 2021. The final FNFM Project Board meeting was held on 9th November 2021. Moving forward, the Northern Ireland Practice Learning Collaborative (NIPLC) will report to the Strategic Workforce and Education Central Nursing and Midwifery Advisory Committee subgroup (SWE CNMAC Subgroup) which will provide an assurance and advisory function to the NIPLC for the on-going delivery of the standards.

NIPEC has continued to incrementally recommence its core work programmes across all its statutory functions and support CNO strategic priorities.

NIPEC's 2022-23 Business Plan will continue, where appropriate, to reflect the priorities of the DoH in support of nursing and midwifery, engaging with its full range of stakeholders to inform the priorities of the organisation.

²³ Chief Nursing officers for the UK and Nursing and Midwifery Council. (2017). *Enabling Professionalism in Nursing and Midwifery* at <https://www.nmc.org/globalassets/siteddocuments/other-publications/enabling-professionalism.pdf>

²⁴ Northern Ireland Practice and Education Council (NIPEC) (2017). *Management statement between the Department of Health and Northern Ireland Practice and Education Council for Nursing and Midwifery*. Belfast: NIPEC

Nursing Now 2020

The Global Leadership Development Programme (GLDP) formed part of the Nursing Now 2020 Nightingale Challenge Northern Ireland, which aimed to equip and empower the next generation of nurses and midwives as leaders, practitioners and advocates in health. The aim of the GLDP was to build a cadre of effective, politically astute nursing and midwifery leaders, well positioned to play a full part in strengthening nursing and midwifery in Northern Ireland. NIPEC provided mentorship to one of the participants on the Northern HSC Trust's 2020-21 Programme. This was an excellent opportunity for sharing Quality Improvement (QI) ideas, learning from each other, building networks and QI expertise. An inspirational closing ceremony was held in July 2021 celebrating the achievements of the "Northern HSC Trust Nightingales".

Embedding Quality Improvement (QI) and HSC Collective Leadership

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 2021-22.

NIPEC continued to promote leadership development and quality improvement among its staff throughout the business year of 2021-2022. One of the outcomes of this development was NIPEC Council's introduction of the Annual Employee Recognition Awards. Through a nomination process a judging panel of NIPEC Council members determined the winners of the three categories. The first ceremony took place on 8 September 2021 with the following awards presented to NIPEC staff:

- **NIPEC Award for Outstanding Contribution**
- **NIPEC Award for Promotion of Health & Social Wellbeing**
- **NIPEC Award for Innovation/Leadership**

NIPEC maintained its innovative approach in its response to the COVID-19 pandemic and uses QI methodologies to develop, test and implement protocols to support effective remote working including:

- Use of video conferencing and other technologies to support home working
- Ongoing review and updating of 'Working from Home' and 'Office Working' Standard Operating Procedures

NIPEC Stakeholder Engagement

As a result of the continued restrictions on gatherings of people, and the requirement for social distancing, NIPEC's usual face-to-face approach to stakeholder engagement was paused.

However in response to the situation, NIPEC staff used a range of alternative means of communication including:

- hosting a range of virtual events via Zoom
- increased use of social media including Twitter and Face Book
- video-conferencing
- SCAN publications
- CNO digital Platform and COVID-19 Surge Capacity website
- communiques linked to NIPEC Projects (e.g.) FNFM Bi monthly Communiques)
- mail shots linked to Projects
- Survey Monkey to engage stakeholders' views
- Use of Project Echo NI
- hosting project meetings primarily using Zoom

NIPEC was able to reach out to third year students via videoconferencing, in Queen's University Belfast (QUB) and Open University, and postgraduate students completing a Specialist Practice Qualification in perioperative practice. The roadshow for Ulster University students will be progressed later in 2022.

NIPEC also took part in a zoom event in October 2021 for final year students and newly Registered Nurses organised by the Royal College of Nursing to provide an update on Preceptorship and how it fits with the Northern Ireland I Reflective Supervision Framework.

To celebrate NIPEC's 20th anniversary in the coming year 2022, NIPEC presented an annual award to each of the three local universities. The enduring trophy is presented to a nominated student, educator or individual working in practice and rewards high standards of education in practice. NIPEC Chief Executive and Senior Professional Officer were able to present the award in person to the QUB nurse student winners in March 2022.

Moving forward during 2022-23, NIPEC will continue to review and further develop its approach to engagement with its stakeholders as services continue to rebuild and new methodologies and technologies become available.

Pages 15 – 20 outline key organisational objectives detailed in the Business Plan 2021-22 and the associated work, delivered over the business year. It is noteworthy that during 2021-2022, as NIPEC continued to incrementally recommence its core work programmes, there were significant changes amongst the NIPEC workforce due to a number of planned retirements across both the Corporate Services Team and the Senior Professional Team. This included the Chief Executive whose successor took up post in March 2022.

Additionally toward the end of 2021 a Senior Professional Officer took up a new post outside the organisation. Although recruitment processes are now underway, these changes significantly reduced capacity within the Senior Professional Team.

There has also been a new Chair of NIPEC appointed and 2021--2022 has seen significant changes within the NIPEC Council membership.

Practice:

Recording Care

- Supported the production of a funded evaluation of the impact of the introduction of an innovative approach to planning nurse care in Northern Ireland to person-centred practice in adult hospital based care settings.

Building Digital Capability

- Supported testing of the recommendations of a systematic literature review exploring the impact of standardised nursing terminologies on nursing and midwifery practice as part of collaboration across the four UK countries and Ireland in partnership with Queens University Belfast and the University of Ulster.
- Supported ongoing collaborative conversations relating to building capacity and capabilities for digital practice for nurses and midwives in Northern Ireland.
- Produced and enabled the 'soft launch' of an all-Ireland Digital Capabilities Framework for Nursing and Midwifery.
- Supported the commissioning, procurement and delivery of two leadership programmes in Northern Ireland – building digital capacity and capabilities for nurses and midwives at Executive Board leadership level and a Nurse/ Midwife Leadership Digital Academy for Assistant Director Level or equivalent posts in Northern Ireland.

Supervision

- Completed pilot testing across 24 teams in Northern Ireland with 240 participants in a small-scale testing in of the draft Reflective Supervision Framework across the five Health and Social Care Trusts.
- Co-produced recommendations for implementation, accountability and monitoring arrangements.

Education:

Quality Assure non-NMC approved education programmes

- Continued to quality assure a sample of non-NMC approved education activities in accordance with *The Quality Assurance Framework for Monitoring Development and Education Activities* commissioned by the DoH

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

Commenced a regional Review of in-house Nursing and Midwifery Education Activities including

- Scoping of the range of in-house education activities across the five HSC Trusts.
- Using an agreed assessment criteria benchmarked a sample of these programmes.

It is anticipated that the outcomes of this review will identify a set of core principles and present a range of recommendations for consideration.

Future Nurse Future Midwife (FNFM)

Continued to lead the implementation of the Future Nurse Future Midwife standards (NMC 2018), the successes for this project have been:

- Refresh of a NIPEC FNFM webpage which hosts a range of FNFM Resources
- Continued support across the three Universities for NMC Approval visits
- Establishment of the Midwifery Expert Reference Group (MERG) with associated Future Midwife work streams
- Supported the testing & implementation of the electronic Midwifery On-going Record of Achievement (MORA)
- Update of the Practice Learning Environment Education Audit Tool for Practice Learning Experience (PLEEA) to reflect Midwifery requirements
- Development of SSSA Midwifery preparation programmes: Practice Assessor, New to Role and Transitioning
- Provided support to the Northern Ireland Practice Learning Collaborative (NIPLC) whilst making the necessary arrangements for the remit of MERG to transition fully to the NIPLC
- On-going communication and engagement promoted through NIPEC's website and social media platforms to HSC Trusts, Voluntary and Independent Sector organisations across NI which included communiques, CNO videos and FNFM count-down clock.
- Produced of a range of resources in partnership with the Independent Sector (e.g. information leaflet focusing on COVID 19 and student placements) to support the Non HSC Organisations to support implementation of the NMC FNFM Standards.
- Updated the Pre-registration section of the NI Nursing and Midwifery Careers website in preparation for publication in June 2021

Review of the HSC Learning Agreement Template

- Reviewed and updated the regional HSC Learning Agreement Template to the new Learning Agreement and Evaluation on Learning Framework (2021) to support nurses, midwives and their Line Managers capture the impact and outcomes on practice of undertaking commissioned education programmes.

Professional Development:

Enabling Professionalism

- Continued to progress a programme of work linked to the *Enabling Professionalism* framework on behalf of the UK and Ireland Government Chief Nursing Officers to enhance public understanding of the current and potential future roles that nurses and midwives have supporting population health and wellbeing.
- Maintained and updated a website to support the professions during periods of ongoing surge demand activity across HSC and independent and voluntary sector organisations.

Career Pathways

- Development of career pathways for specific areas of practice has become an expanding component of NIPEC's work and the publication of The Guidance Framework has been designed to support the development of regionally agreed career specific pathways using a standardised approach guided by NIPEC and the PHA.
- Completion of the District Nursing Career Pathway with regionally agreed Job Descriptions and microsite.

Preceptorship Framework

- NI Preceptorship Framework updated to reflect the *NMC Principles for Preceptorship* (2020) and the draft NI Reflective Supervision Framework for Nurses and Midwives.

Link Nurse Framework

- The NI Link Nurse Framework has been published to support and enhance the professional development of registrants in Link Nurse Roles in HSC Trusts. Shared with Independent Sector for adaptation as relevant within Enhanced Clinical Care Framework

Competence Assessment Tools

- Ward Sister/Charge Nurse and Team Leader Competence assessment tools reviewed for relevance for leadership nursing and midwifery roles.

Advice, Guidance and Information:

Delegation Framework

- Tested the draft governance framework for multi-professional delegation across a range of teams in the five HSC Trusts.
- Defined recommendations to enable the final production of the governance framework for multi-professional delegation and accompanying resources for implementation.

Maternity

- During 2022 NIPEC commenced a review of the Maternity Support Workers (MSW) education programme and development of resources for the MSW role which reflect those endorsed by the DoH Standards for Nursing Assistants and the Induction and Development Pathway.
The review began by scoping and agreeing the core roles of the MSW role to ensure that they are suitable for the role now and into the future.

Postgraduate access to education for BAME Nurses and AHPs

- Workshop held with key stakeholders to agree content of monitoring template and processes to measure outcomes.

Professional Fora

- Continued to support Professional Development Fora for: Registered Nurses: Learning Disabilities and Endoscopy Lead Nurses.

Independent Sector

Engaged with Nurses working in the Independent and Voluntary Sector through the:

- CNO COVID-19 digital platform and the Enabling Professionalism Surge Capacity website bespoke to Nursing Home settings
- Membership of Enhanced Clinical Care Framework Group.
- Project Echo

Communication and Engagement

- Submitted responses to consultations on a range of emerging strategies and policies.
- Continued with innovative approaches to engage with stakeholders to promote high standards of practice, education and professional development; such as the CNO Digital Platform, COVID-19 Surge Capacity website, Twitter and Facebook posts, NIPEC information sessions, and the engagement of final year students and newly qualified nurses.
- Introduction of Annual NIPEC Award in AEs promoting high standards of education in practice
- Advising registrants regarding the standing down of NIPEC online portfolio and archiving of individual accounts.
- Updating of nursing and midwifery careers and online portfolio websites working towards achieving full compliance of accessibility and GDPR legislation.

Governance and Performance

NIPEC's 2021-22 Business Plan was delivered against corporate objectives and Key Performance Indicators (KPIs). Due to the impact of Covid-19, the DoH paused a range of Sponsorship and Governance activities in 2021-22 including ALB Ground Clearing and Accountability meetings. The DoH have indicated that normal ALB Sponsorship and Governance arrangements will recommence in 2022/23 Financial Year.

However, NIPEC continued to monitor and report progress on corporate objectives to quarterly Council meetings, Audit and Risk Committees and Sponsor Branch. A summary of NIPEC's Key Performance Indicators is shown in the table below:

Key Performance Indicators 2021-22		
Indicator	Target	Achieved
Break even on revenue and operating costs	0.25% or £20,000	0.96% or £12,028
Keep within the capital resources limit (CRL)	Allocation was £2600	Achieved CRL £2597
Sickness absence rates	3.5%	3.76%
Invoice prompt Payment percentage within 30 days	95%	100%
Invoice prompt Payment percentage within 10 days	70%	100%

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 2020-21;
- ✓ Completion of Review of NIPEC's 5 Year Equality Scheme 2021-22 to 2025-26;
- ✓ Implementation of Disability and Action Plans 2018-23 (year four) with progress report provided to NIPEC's Business Team on a quarterly basis;
- ✓ Mid-Year Assurance Statement approved by Audit & Risk Committee 12 October 2021;
- ✓ Completion of Board Governance self-assessment tool;
- ✓ Property Asset Management Plan (PAMP) 2021-22 to 2025-26 completed by the target date of 30 September 2021.

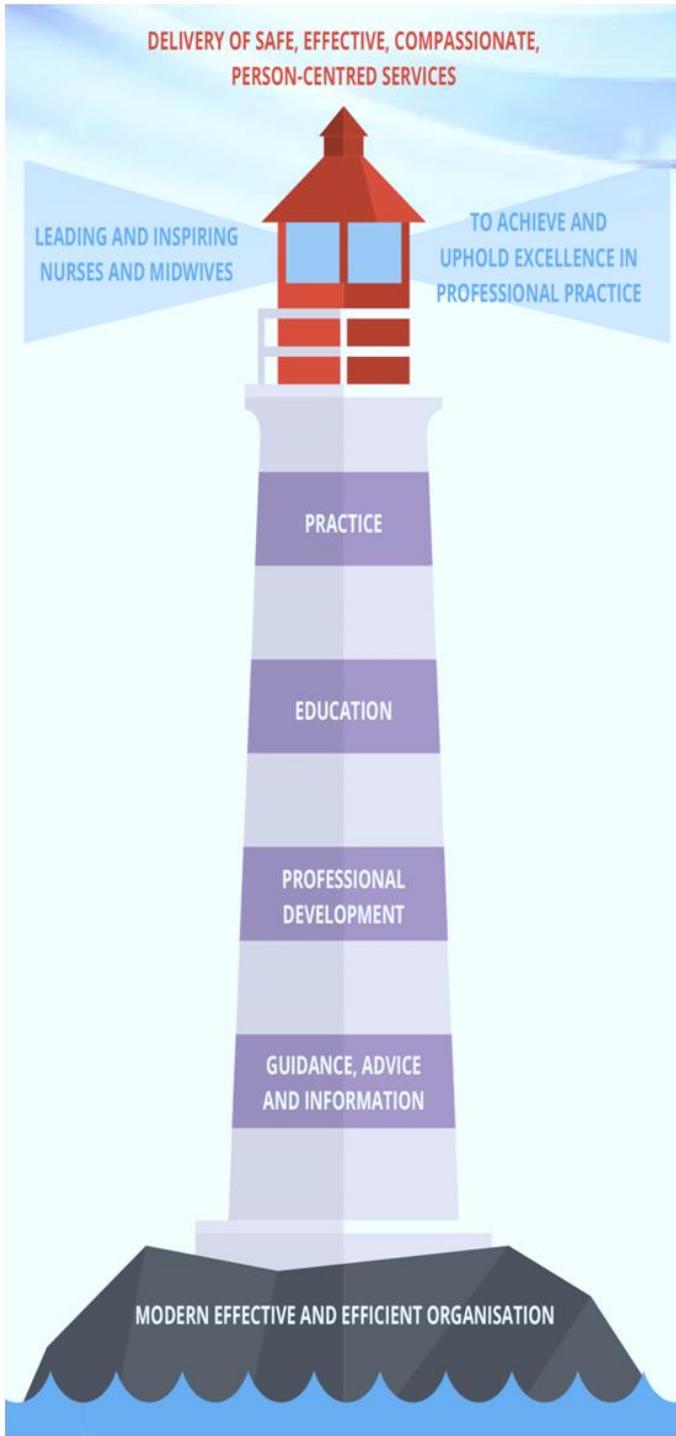
Quality:

NIPEC's Annual Quality Report

NIPEC's Annual Quality Report 2020-21 was approved by Council in September 2021 and submitted to DoH in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b)

Further information on a range of activities is available on NIPEC's website at [NIPEC | NIPEC \(hscni.net\)](http://NIPEC | NIPEC (hscni.net))²⁵

²⁵ 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.



2022 –
2023

NIPEC's Work in 2022-23

The Business Plan 2022-23 is aimed at driving and supporting positive change in the delivery of health and social care services for the population of Northern Ireland.

The HSC system has continued to meet high service demands as a result of the challenges of the COVID-19 pandemic. It is highly likely that COVID-19 will be with us for some time and will continue to constrain service delivery across the HSC sector. NIPEC is committed to working in partnership with the HSC organisations in its response to the ongoing challenges of the pandemic and plans to rebuild services. As a regional enabler, NIPEC is well placed to support the development of the nursing and midwifery workforce so that registrants' practice, education and development needs are met at an individual, organisational and population level.

NIPEC's business objectives for 2022-23 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.

It is anticipated that 2022-23 will continue to be a challenging time for the nursing and midwifery professions. It is recognised that there will be new and emerging challenges across the HSC which will present difficulties engaging with stakeholders. 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. This will require NIPEC to continue to work closely through the Office of the CNO and with stakeholders to identify and respond in an agile way to new and emerging priorities. NIPEC will also continue to secure the necessary resource to expand the portfolio of work in partnership with key stakeholders and in response to the emerging priorities for the professions.

Whilst the year ahead will bring new challenges, it will also bring unique opportunities through which NIPEC will work flexibly and innovatively with key partners in support of the broader transformation agenda within Northern Ireland. NIPEC will continue to monitor progress of its key and emerging objectives whilst at the same time continuing to fulfil its Statutory Functions.

NIPEC will continue to support the implementation of specific resources that NIPEC has developed. This work will be taken forward in partnership with key stakeholders and be achieved through an increased focus on engaging directly with front line staff in a range of practice settings. In addition, NIPEC will continue to deliver on its core functions and associated areas of practice and provide reports on progress against each of the key actions submitted on a regular basis to NIPEC's Council.

The following sections present the key actions under each of NIPEC's statutory obligations which have been prioritised using NIPEC's evidence-based prioritisation matrix.

1. Promote high standards of practice among nurses and midwives

Nurses and midwives play a critical role in improving health outcomes, actively enabling co-production and decision making at all levels of policy making and service provision. They have the clinical innovation to help meet the challenges facing health and social care, supporting improvements in practice to uphold the standards of the professions for the good of the public. Working forward from March 2020, nurses and midwives have been a critical part of the response to the COVID-19 pandemic which has required resilience, innovation and continuing evolution of services to meet the increasing health and social care needs of the population of Northern Ireland. In particular, this has produced rapid expansion of digital health approaches to care and services and much learning has been enabled as a result.

*The Code*², provides the professional standards to which nurses and midwives practice and requires nurses and midwives to provide a high standard of practice and care at all times in line with the best available evidence, communicating effectively, working co-operatively, keeping skills and knowledge up to date, working within the limits of competence, keeping clear and accurate records and raising concerns immediately.

NIPEC's Responsibilities

The experience of the COVID-19 pandemic arrangements highlighted the safety critical nature of the roles of nurses and midwives. Policy makers and the public have continued to listen to commentary relating to the need to enhance the image of the professions, promote professional pride, support nurses and midwives to stay in their professions, and empower them to bring about better health and care outcomes.

In fulfilling NIPEC's responsibility to promote high standards of practice among nurses and midwives during 2022/23, we will continue to provide strategic leadership and the implementation of a proactive, flexible and responsive work programme, underpinned by The Code and the outworking of the Nursing and Midwifery Task Group Report²².

NIPEC will promote 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.**



innovative solutions which aim to support employers as well as nurses and midwives to enhance professional practice and, in turn, facilitate the delivery of safe, effective and person-centred care.

NIPEC WILL PROMOTE HIGH STANDARDS OF PRACTICE THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING OF THE FOLLOWING KEY PRIORITIES DURING 2022-23

Corporate Objective	Actions
1a, 1b, 1c & 1d	<p>Digital Transformation</p> <ul style="list-style-type: none"> • support the digital transformation agenda aligned to Encompass and Digital Health and Care NI strategic direction.
1a, 1b, 1c	<p>Enhanced Clinical Care Framework for Care Home residents</p> <ul style="list-style-type: none"> • support the development of clinical standards aligned to the regional Quality Improvement approach.
1a 1b	<p>Implementation of the DoH standards for the Nursing Assistant role</p> <ul style="list-style-type: none"> • Work with the DoH to identify systems which need to be in place to support the effective implementation of the DoH standards for the Nursing Assistant role
1b	<p>NI Preceptorship Framework</p> <ul style="list-style-type: none"> • promote implementation of the updated NI Preceptorship Framework
1c	<p>NI Reflective Supervision Framework</p> <ul style="list-style-type: none"> • promote the implementation of the NI Reflective Supervision Framework
1a	<p>Nursing and Midwifery Excellence/Assurance Framework</p> <ul style="list-style-type: none"> • support the DoH to develop a Nursing and Midwifery Professional Excellence / Assurance Framework
1c	<p>Leadership Development</p> <ul style="list-style-type: none"> • support the DoH to develop a NI Nursing and Midwifery leadership framework

2. Promote high standards of education among nurses and midwives

Nurses and midwives are accountable and responsible for practicing in line with best available evidence and maintaining the knowledge and skills needed for safe and effective practice (NMC 2018)²⁶. Continuous Professional Development (CPD) activities for nurses and midwives are essential, not only for patient safety, but to ensure that health and social care is fit for purpose. Safeguarding high-quality nursing and midwifery care requires registrants who have the skills and knowledge to deliver care which is based on the best available evidence and which is also compassionate and caring.

The provision of high quality education and learning for nurses and midwives enables the delivery of evidence-informed care that is safe, person-centred and enhances patients' experiences and outcomes. The Future Nurse Future Midwife standards and proficiencies raise the ambition in terms of what's expected of a nurse or midwife at the point of registration and will give registrants the knowledge and skills they need to deliver excellent care across a range of settings now and in the future²⁷. They are designed to support newly qualified practitioners to develop resilience to enable them to work in today's complex and challenging health care environment. Once registered, it is essential that nurses and midwives are supported in their roles and continue with their professional development throughout their careers, to further their knowledge and skills and to support innovation in practice.

The NMC has undertaken a programme of work to review the post registration education standards for specialist community public health nursing (SCPHN) and specialist practice qualifications (SPQs)²⁸ to ensure that any new standards reflect the work that many nurses in local communities are already doing, including complex clinical work, leading and managing teams and shaping local services. In May 2022, the revised standards were accepted and signed off by NMC Council. NIPEC has and will continue to support nurses and midwives to ensure they are equipped with the knowledge, skills and attributes they need to deliver high quality care now and in the future.

Furthermore, NIPEC will update its resources as necessary including the Northern Ireland's Preceptorship Framework²⁹, Career Framework for Specialist Nursing Practice and relevant Career Pathways for example District nursing and General Practice Nursing.

NIPEC's Responsibilities

In fulfilling NIPEC's responsibility to promote high standards of education during 2022-23, we will continue to undertake a range of activities to assure education standards and influence educational developments, for the registrant population. NIPEC will continue to maintain strategic alliances with a range of organisations and contribute to relevant

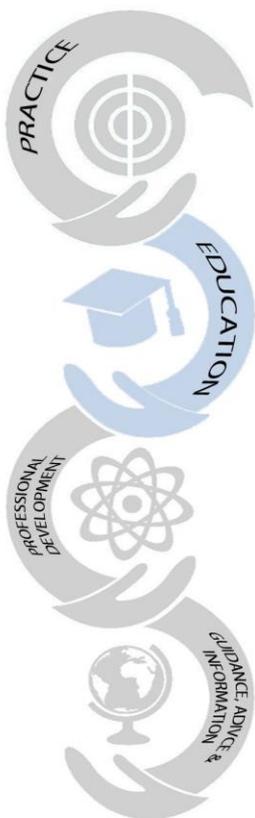
²⁶ Nursing and Midwifery Council. (NMC) (2018) The Code Professional standards of practice and behaviour for nurse, midwives and nursing associates (NMC) Available at <https://www.nmc.org.uk/globalassets/siteddocuments/nmc-publications/nmc-code.pdf> .

²⁷ Nursing and Midwifery Council. (NMC) (2018).Future nurse: Standards of proficiency for registered nurses Available at <https://www.nmc.org.uk/globalassets/siteddocuments/standards-of-proficiency/nurses/future-nurse-proficiencies.pdf>:

²⁸ Nursing and Midwifery Council (NMC) (2021) Building on ambitions for community and public health nursing Available at: <https://www.nmc.org.uk/education/programme-of-change-for-education/reviewing-our-post-registration-standards/>

²⁹ NIPEC (2022) Preceptorship Framework for Nursing, Midwifery and Specialist Community Public Health Nursing in Northern Ireland available at [NI Preceptorship Framework 2022 | NIPEC \(hscni.net\)](https://www.nipec.net/preceptorship-framework-2022)

education fora at local, national and international levels, for example; the NMC Strategic Professional Advisory Group, NMC Post-registration Standards Steering Group, the DoH Central Nursing and Midwifery Advisory Committee's (CNMAC) Sub-Committee for Strategic Workforce and Education and the regional Education Commissioning Group (ECG); to ensure it can influence and support the nursing and midwifery workforces to respond to existing and emerging regulatory policy and strategic priorities.



NIPEC will promote 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.**

NIPEC WILL PROMOTE HIGH STANDARDS OF EDUCATION THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING OF THE FOLLOWING KEY PRIORITIES DURING 2022-23

Corporate Objective	
2c and 2d	<p>Post registration Education</p> <ul style="list-style-type: none"> work with the DoH to take forward the recommendations of the NI review of Post registration Education Commissioning in NI
2a	<p>NIPEC Quality Assurance</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 (2016)
2a & 2b	<p>NIPEC Quality Assurance Framework</p> <ul style="list-style-type: none"> review and update the NIPEC Quality Assurance Framework for DoH NI Commissioned Development and Education Programmes (2016).
2c & 2d	<p>NMC Post Registration Education</p> <ul style="list-style-type: none"> progress the implementation of the NMC updated education standards for Specialist Post registration 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.
2b & 2d	<p>Regional Review of In-House Nursing and Midwifery Education Activities in HSC Trusts</p> <ul style="list-style-type: none"> continue to progress the Regional Review of In-House Nursing and Midwifery Education Activities in HSC Trusts
2b & 2c	<p>Education Support in Practice</p> <ul style="list-style-type: none"> review the support required for practice experience for students on pre-registration and post-registration nursing & midwifery programmes aligned to future nurse future midwife and updated post registration education standards.

3. Promote the professional development of nurses and midwives

The challenges which have arisen as a result of the Covid-19 pandemic and the need to rebuild services have placed even more importance on the need to enhance the capacity of the nursing and midwifery workforce in order to enable the delivery of safe, effective, person centred care. NIPEC's work portfolio during 2022-23 will therefore comprise relevant projects and initiatives which involve co-designing resources to support the workforce in the delivery of services and to enhance the capacity and leadership capability of nurses and midwives where they work across NI.

NIPEC will continue to ensure that its work and outputs reflect the NMC's strategy³⁰ and publications that support The Code for example; Confidence with Caring: The Code in Action¹⁰, Principles for Preceptorship⁸. NIPEC has updated the NI Preceptorship Framework, with key stakeholders, to reflect the NMC principles for preceptorship and align with the NI Reflective Supervision Framework (2021).

NIPEC's Responsibilities

NIPEC will continue to professionally support its unregistered workforce that is Nursing Assistants, Senior Nursing Assistants and Maternity Support Workers through for example the relevant sections on the www.nursingandmidwiferycareersni.hscni.net and NIPEC microsites <https://nipec.hscni.net/resource-section/>



NIPEC will promote 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.**

³⁰ Nursing and Midwifery Council (2020) *Nursing and Midwifery Council Strategy 2020-2025* <https://www.nmc.org.uk/about-us/our-role/our-strategy/>

NIPEC WILL PROMOTE THE PROFESSIONAL DEVELOPMENT THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING OF THE FOLLOWING KEY PRIORITIES DURING 2022-23

Corporate Objective	Actions
3c	<p>NIPEC Nursing and Midwifery Careers website</p> <ul style="list-style-type: none"> • promote use the Nursing and Midwifery Careers website as a vehicle to showcase the wide range of careers that are open to nurses and midwives
3c & 3d	<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.
3b and 3c	<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.
3a	<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
3b	<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

4. Provide advice, guidance and information on best practice and matters relating to nursing and midwifery

The NMC Code requires nurses and midwives to “*make sure that any information or advice given is evidence-based, including information relating to using any healthcare products or services*”². 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, co-production, utilising effective risk management processes and which is based on the principles of the HSC Collective Leadership Strategy¹⁷.

NIPEC’s Responsibilities

NIPEC fulfils a unique role in Northern Ireland by providing relevant evidence-based guidance on best practice and matters relating to nursing and midwifery. The organisation is committed to supporting practitioners and organisations to deliver safe and effective person-centred care and achieves this by adopting a responsive and proactive approach to the requests and needs of key stakeholders, assisting them to address current and potential challenges. NIPEC’s activities focus on supporting nurses and midwives to remain up to date on major strategic and policy issues through the provision of advice, guidance and information.

To support practitioners and organisations to implement key resources which have been developed by NIPEC, a key focus for 2022-23 will be to work alongside colleagues across Northern Ireland and offer support and facilitation at a local level. Planning for this will be progressed through Executive Directors of Nursing and other senior nurse and midwifery leaders. This will include celebrating the adoption and implementation of NIPEC resources, endorsed by CNO, by NMC registrants in specific areas of practice

NIPEC will also continue its commitment through 2022-23 to developing, producing and disseminating evidence-based and accessible information, publications and resources through its main website [NIPEC | NIPEC \(hscni.net\)](http://www.nipec.hscni.net) and promoting them through

- social media platforms; twitter [@nipec_online](https://twitter.com/nipec_online) and Facebook www.facebook.com/nipec and
- through its microsites and careers website which provide information to support career planning and development <http://www.nursingandmidwiferycareersni.hscni.net>



NIPEC will Provide 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.**

NIPEC WILL PROVIDE ADVICE, GUIDANCE AND INFORMATION ON BEST PRACTICE AND MATTERS RELATING TO NURSING AND MIDWIFERY THROUGH ITS CORPORATE OBJECTIVE BY DELIVERING OF THE FOLLOWING KEY PRIORITIES DURING 2022-23

Corporate Objective	Actions
4d	<p>Communication and Engagement</p> <ul style="list-style-type: none"> actively engage with stakeholders on the nursing and midwifery professional agenda
4a & 4c	<p>Nursing and Midwifery Strategy</p> <ul style="list-style-type: none"> support the DoH to develop a Nursing and Midwifery Strategy for NI in collaboration with key stakeholders
4a	<p>N & M Task Group</p> <ul style="list-style-type: none"> support the DoH to progress the implementation of the N&M Task Group recommendations.
4c	<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
4d	<p>Midwifery</p> <ul style="list-style-type: none"> complete the review of the Maternity Support Workers education programme and the development of Maternity Support Worker resources
4d	<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

5. Governance and Performance

NIPEC's Responsibilities

Business planning and risk management are central to governance arrangements to ensure that statutory obligations and ministerial priorities are properly reflected in the management of NIPEC at all levels within the organisation. Business Planning is identified as an activity to be undertaken in the governance cycle and is approved by NIPEC's Council and performance against objectives is reported to Council on a quarterly basis via the Professional Workplan and the Head of Corporate Services' report. In addition, a summary of performance against corporate key performance indicators is presented to Council and the Audit & Risk Committee quarterly. Leadership on risk management is provided through the Council with delegated authority to the Audit and Risk Committee for reviewing the arrangements and systems in place for risk management. The Chief Executive has overall responsibility for risk management and the Head of Corporate Services is the designated officer on behalf of the Chief Executive for co-ordinating risk management activities throughout NIPEC.

NIPEC's risk management process seeks to identify the principal risks which may prevent the achievement of corporate aims and objectives, and to evaluate the nature and extent of those risks and manage them efficiently and effectively. NIPEC have in place a Risk Management Strategy and Action Plan which is reviewed annually by the Audit & Risk Committee.

NIPEC acknowledges that management of information risks is an essential component of good governance and has robust measures in place to manage and control information risks. The Head of Corporate Services is the Data Guardian and Senior Information Risk Officer for the Organisation and NIPEC's Data Protection Officer (DPO) function is provided via an SLA with BSO. The DPO SLA supports NIPEC's compliance with the UK General Data Protection Regulations (UK GDPR) and also provides an independent assessment and recording of actual and suspected data breaches. Senior Professional Officers and senior corporate staff are responsible as Information Asset Owners (IAOs) for managing and addressing risks associated with the information assets within their function and provide assurance to the SIRO on the management of those assets.

Service Level Agreements

A component of NIPEC's efficiency strategy is that a number of core support services have been outsourced to Business Services' Organisation under Service Level Agreements, including Equality, Finance, Counter Fraud, Human Resources, Procurement & Logistics, Shared Services, Internal Audit, Legal Services, Information Technology Services and specialist UK Data Protection Regulations advice. NIPEC has procedures and systems in place to monitor these SLAs including a formal annual Customer Board meeting with BSO,

quarterly Arms' Length Body Customer Fora facilitated by BSO and regular performance reports and on-going informal correspondence from relevant service areas.

Financial

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

NIPEC has outsourced part of its financial management function under a Service Level Agreement (SLA) to the Business Services Organisation (BSO), and representatives meet monthly with the BSO Finance Business Partner to produce monthly management statements, the Financial Monitoring Return for DoH Finance and NIPEC's final accounts. Quarterly financial reports are submitted to both NIPEC's Audit and Risk Committee and Council.

As a Non-Departmental Public Body, NIPEC is subject to internal audits during the year to ensure that appropriate systems and procedures are in place for both financial and governance internal assurance purposes. NIPEC has an outsourced internal audit function with the BSO, which operates to defined standards. Its work is informed by an analysis of risk to which the organisation is exposed and an annual audit plan is based on this analysis.

At the end of the financial year, NIPEC's Annual Report and Accounts are audited by the Northern Ireland Audit Office who provide independent assurance to the Northern Ireland Assembly.

Human Resources

NIPEC's successful achievement of its business objectives is enabled by the hard work and commitment of its entire staff. NIPEC is committed to investing in its workforce and encourages staff to engage in a range of learning and development activities which are agreed each individual's annual Appraisal and Personal Development Plan.

In 2020-21, and due to a number planned retirements, an internal scoping exercise of the current establishment and roles within the corporate team was undertaken with a view to considering the future strategic needs of the organisation. A Report of the Internal Scoping Exercise was prepared and following measured consideration of the information, it was concluded that the current organisational structure of the Corporate Services Team would be refined and developed to enable NIPEC to maximise the effectiveness of the team while ensuring that the organisation continues to meet its business needs, statutory functions. In 2022-23, plans will be taken forward to recruit into a number of vacancies both in the corporate and professional teams.

NIPEC's Health and Social Wellbeing Committee seeks to nurture and improve staff relationships and support staff to improve their health and wellbeing. The committee's

membership includes both corporate and professional staff to promote a positive working environment. Regular staff engagement is facilitated in the annual meetings calendar including a fortnightly Huddle and regular staff meetings.

NIPEC holds an *Investors in People* (IiP) accreditation status and responsibility for taking forward the IiP action plan lies with the Quality Improvement Team who report regularly to NIPEC's Business Team on progress with any recommendations.

Property and Assets

In 2022-23, NIPEC is scheduled to move as part of the Department of Finance (DoF) Reform of Property Project to James House which is situated in the Gasworks site off the Ormeau Road in Belfast.

NIPEC's move to James House will result in a significantly improved office accommodation more suitable for a modern HSC service provider. Through centralisation and better information management the approach to property management itself will be less wasteful, reducing the frequency of unplanned maintenance, ensuring lower costs per full time equivalent employee and a reduced carbon footprint.

NIPEC is committed to protecting the environment and to sustainability and environmental issues. It aims to manage its operations in ways that are environmentally sustainable and economically feasible. NIPEC remains committed to make a contribution in those areas which it can influence and makes sustainable improvements wherever possible including the use of online systems for human resources, procurement and invoice processing; moving away from paper-based systems; production of electronic guidance/information leaflets for registrants as opposed to printing hard copies for distribution; emailing of Committee papers rather than printing and posting copies; centralised printing devices for the production of printed material; and video and teleconferencing facilities to reduce travelling.

Information and Communication Technology (ICT)

NIPEC currently maintains and updates two websites including a number of micro sites. The main websites are:

<http://www.nipec.hscni.net/>

<http://www.nursingandmidwiferycareersni.hscni.net/>

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.

During 2021-22 NIPEC carried out a review of its websites to ensure that these complied with statutory requirements and good practice for website management. Work will

continue in 2022-23, led by the Website Governance Group, to ensure we maximise the reach of the sites while ensuring we continue to meet legal requirements.

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

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 'Management Statement and Financial Memorandum' (MS/FM), which is approved by the DoH. Plans to replace the MSFM with a Partnership Agreement were paused during 2020-21 and 2021-22 due to the ongoing efforts by HSC to manage the challenges of the Covid-19 pandemic however this work will recommence in 2022-23 and NIPEC Chair and Chief Executive will engage with DoH in this process.

NIPEC's performance is monitored by DoH via regular Sponsor Branch, Ground Clearing, and Accountability Meetings in addition to the production of an Annual Report, Annual Quality Report, Internal and External audits and other *ad hoc* arrangements.

Equality

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 actions for 2022-23

Reference Number	Actions	Timescale
5A	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.	31 March 2023
5B	Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.	31 March 2023
5C	Achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation by the financial year end.	31 March 2023
5D	Continue to ensure that a suitable skills base is maintained in regard to business cases and for capital, external consultancy/ revenue business cases, ensure that they comply with relevant guidance and that submission to DoH is in line with agreed timeframes.	During 2022-23
5E	Produce a Corporate Plan for the period 2023-24 to 2027-28 and a Business Plan for 2023-24, taking account of any targets/outcomes set by the DoH. <i>To note: 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>	March 2023
5F	To monitor and maintain staff absence rates below the DoH target.	During 2022-23
5G	Meet NIPEC's Equality and Disability Legislative requirements including: <ul style="list-style-type: none"> • Develop a new 5 Year Equality and Disability Action Plan 2022-26; • Complete Year 5 actions within NIPEC's Equality and Disability Action Plans 2018-23, reporting progress to the Equality Commission NI. 	During 2022-23

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 • End of year Governance Statement • Board Governance self-assessment Tool • NIAO Audit Committee Checklist. • Sponsor Branch meetings, plus DoH mid-year and end of year accountability review meetings. • Asset Management Plan 2022-23 to 2026-27. 	<p>October 2022 31 March 2023</p> <p>31 March 2023</p> <p>31 August 2023</p> <p>Throughout 2022-23</p> <p>September 2023</p>
5I	<p>Continue to review Information, Communication and Technology (ICT) provision, within available financial resources, to ensure effectiveness of NIPEC's work, costs to NIPEC and increased efficiency.</p> <ul style="list-style-type: none"> • Review processes to update websites and ensure they meet governance, legislative, professional and statutory requirements • Implementation of Internal Audit recommendations on Websites 	<p>During 2022-23</p>
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>During 2022-23</p>
5K	<p>Property and Accommodation:</p> <ul style="list-style-type: none"> • Complete the move to James House • End the lease in Centre House including successful negotiation of dilapidations 	<p>October 2022</p> <p>August 2022</p>
5L	<p>NIPEC Quality Improvement Strategy 2019-23.</p> <p>NIPEC will progress its journey in Quality Improvement by ensuring that:</p> <ul style="list-style-type: none"> • NIPEC's business objectives and work are aligned with the region's QI focus and approach. • NIPEC's Staff's knowledge and skills are further 	<p>Throughout 2022-23</p>

	<p>developed in QI methodologies and the Science of Improvement and these are reflected in NIPEC's work where relevant.</p> <ul style="list-style-type: none">• Provide mentorship/critical friend support across the HSC in relation to QI.• NIPEC Council members effectively monitor and support the quality of NIPEC's internal processes and external work streams.• Provide assurance through the Annual Quality Report.	
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Abbreviations

ALBs	Arm's Length Bodies
BAME	Black Asian and minority ethnic
BSO	Business Services Organisation
CNO	Chief Nursing Officer
CNMAC	Central Nursing and Midwifery Advisory Committee
DoH	Department of Health
ECG	Education Commissioning Group
GDPR	General Data Protection Regulation
HSC	Health and Social Care
HSCB	Health and Social Care Board
HSCT	Health and Social Care Trusts
ICT	Information and Communication Technology
ISBN	International Standard Book Number
NDPB	Non-Departmental Public Body
NIPEC	Northern Ireland Practice and Education Council for Nursing and Midwifery
NMC	Nursing and Midwifery Council
PHA	Public Health Agency
QA	Quality Assurance



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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