

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

**ANNUAL BUSINESS PLAN
2020 – 2021**

***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 (NIPEC) Annual Business Plan for 2020-21 details how we will make best use of our resources to achieve our strategic objectives, as set out in our Corporate Plan 2017-21.

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

- Continuing to strengthen a culture of critical enquiry and quality improvement and the use of best available evidence, feedback from stakeholder engagement and other available information sources
- 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
- Ensuring that NIPEC's functions are underpinned by robust governance and outcomes based accountability framework.

The novel Coronavirus (CoVid-19) Pandemic presents a significant challenge for the entire world. On the 30 January 2020 the World Health Organisation declared that the outbreak constituted a Public Health Emergency of International Concern and on the 3 February 2020 the four United Kingdom (UK) Chief Medical Officers identified the level of risk from the Pandemic in the UK was raised from low to moderate. The first confirmed case of the CoVid-19 in Northern Ireland was identified on the 27 February 2020¹.

The CoVid-19 Pandemic has presented unprecedented challenges for the planning and delivery of Health and Social Care (HSC) services in Northern Ireland.

On 9 June 2020 the Minister for Health announced the launch of a Strategic Framework which provides an analysis of the adverse impact of CoVid-19 on HSC services and sets out the approach to restoring services across the HSC. The Framework will see the development of incremental service plans, detailing how capacity can be increased in the context of CoVid-19. Further details of this are available on the Department of Health (DoH) website at:-

<https://www.health-ni.gov.uk/publications/rebuilding-hsc-services>.

As a result of the Coronavirus CoVid-19 pandemic, from 16 March 2020, NIPEC has redirected its portfolio of work to support the Chief Nursing Officer and the Public Health Agency in its emergency response. This Plan therefore focuses on major new and on-going work-streams for 2020-21, incorporating DoH requirements and stakeholder needs in light of any new and emerging work streams as a result of the pandemic.

¹ <https://www.health-ni.gov.uk/sites/default/files/publications/health/Coronavirus-03-2-2020.pdf>: accessed on the 29/04/2020.

The Business Plan is not intended to cover every aspect of NIPEC's work. NIPEC will continue to review and update it for 2020-21 in response to strategic priorities identified through the Strategic Framework which highlights the need to continue to rebuild services whilst meeting the emergency response to the Coronavirus pandemic. This will be reflected in the NIPEC *'Rebuilding Services and CoVid-19 Emergency Arrangements'* framework which will be updated on an ongoing basis in agreement with NIPEC's Council and the Office of the Chief Nursing Officer.

NIPEC's Purpose, Value, Vision and Mission

During 2020-21 NIPEC will be guided by its Corporate Plan 2017-21 which sets out 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 previous Minister of Health and Department of Finance 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.

Our values, summarised below, reflect that our functions 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*².



² 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>

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. These values will provide a constant reference point for our organisation as we seek to implement the Corporate Plan: 2017-21.

Our Vision

Our vision has been informed through a series of engagement events with our stakeholders, including the public. That means that our vision has been defined by the people with whom, and for whom, we work.

Our vision reflects the intention to work as an organisation that will continue to be:



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 2020-21 is influenced by a range of Global, UK and Northern Ireland (NI) strategies and policies including the following:

Nursing Now 2020

Nursing Now is a three-year global campaign (2018-20), which is based on the findings of the Triple Impact report³ and aims to improve health by raising the profile and status of nursing worldwide. Run in collaboration with the World Health Organisation and the International Council of Nurses, *Nursing Now* seeks to empower nurses and midwives to take their place at the heart of tackling 21st Century health challenges and maximize their contribution to achieving Universal Health Coverage

The campaign focuses on five core areas:

- ensuring that nurses and midwives have a more prominent voice in health policy-making;
- encouraging greater investment in the nursing workforce;
- recruiting more nurses into leadership positions;
- conducting research that helps determine where nurses can have the greatest impact;
- sharing of best nursing practices.

The Chief Nursing Officer (CNO) launched *Nursing Now* within Northern Ireland, in January 2019 (Figure 1) in response to the global challenge. Northern Ireland embraces the challenge with a particular focus on homelessness and health inequalities.

Figure 1: NURSING NOW NI



Nursing Now has been planned to conclude in 2020, in order to coincide with global celebrations associated with the birth of Florence Nightingale. As a result of the Coronavirus pandemic many of the planned events were cancelled or delivered via another medium, for example the Ulster Museum's exhibition was produced as a digital exhibition to showcase and celebrate the work and life of Florence Nightingale as a researcher, statistician, health care reformer and nurse.

³ All-Party Parliamentary Group on Global Health (2016) *Triple Impact: How developing nursing will improve health, promote gender equality and support economic growth*. London: House of Commons. Available at https://www.who.int/hrh/com-heeg/digital-APPG_triple-impact.pdf?ua=1

Nursing and Midwifery Council

The NMC's new Strategy for 2020-25⁴ has articulated an ambition to shape the practice of nurses, midwives and nursing associates to deliver care which is safe, effective and kind indicating that realising that ambition will only be possible if it works collaboratively with the public, professionals, and broader partners to make an even greater difference for the benefit of people using health and social care services in all settings.

NIPEC has engaged with the NMC and supported it to consult with Northern Ireland registrants in the development of the new strategy

Enabling Professionalism in Nursing and Midwifery Practice

To help practitioners engage in conversations about what it is to be a professional nurse or midwife, the Government Chief Nursing Officers for England, Northern Ireland, Scotland and Wales, supported by NIPEC, co-produced a framework, 'Enabling Professionalism in Nursing and Midwifery Practice' and associated resources that supports the three-yearly process of revalidation with the NMC.

*Enabling Professionalism in Nursing and Midwifery Practice*⁵ aims to describe, for the first time, what professionalism looks like in order to support the everyday application of the NMC's professional Code in practice environments across the UK. For employers, it identifies key principles that would help them provide practice environments that supported and encouraged professionalism among nurses and midwives.

NIPEC will continue to evidence the Enabling Professionalism framework, winding a 'golden thread' through all its business objectives within future business plans.

NIPEC will 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.

Programme for Government

The NI Assembly was restored on Saturday, 11 January 2020, having been dissolved for just over three years. Work has now started to implement the priorities in the *New Decade, New Approach*⁶ deal which represents a roadmap to strengthen public services and to tackle challenges in the economy, health, education and housing.

This has resulted in a renewed energy to work together to deliver the Draft Programme for Government (DfP) 2016-21⁷, along with the reform agenda to improve health and social care

⁴ Nursing and Midwifery Council (2020) *Nursing and Midwifery Council Future Strategy 2020-2025*. London: NMC

⁵ Chief Nursing officers for the UK and Nursing and Midwifery Council (2017) *Enabling Professionalism in Nursing and Midwifery*. [Bit.ly/CNOsProfessionalism](https://www.nmc.org.uk/resources/enabling-professionalism-in-nursing-and-midwifery/)

⁶ 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

⁷ Northern Ireland Executive (2016) *Draft Programme for Government Framework 2016 – 2021*. Available at: <https://www.northernireland.gov.uk/sites/default/files/consultations/newnigov/draft-pfg-framework-2016-21.pdf>

services for people in Northern Ireland. The eight strategic health indicators for success are designed to contribute to the achievement of four population based outcomes, and are that:

- 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.

The ambitious 10 year programme of change to health and social care in Northern Ireland outlined in, *Health and Well Being 2026: Delivering Together*⁸ continues to set out the vision for transformation. *Delivering Together* was based on the Expert Panel report on Health and Social Services in Northern Ireland – ‘*Systems not Structures*’ (October 2016)⁹.

Key aims of the 10 year vision include:

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

Aligned to this, the previous Minister set up a Task Group (chaired by Sir Richard Barnett), which aimed to maximise the contribution of nursing and midwifery to improve outcomes for the population. NIPEC will continue to support this significant programme as it moves forward in the future.

NIPEC’s business objectives are also influenced by a range of broader extant and emerging strategies and policies that drive reform and transformation of services including:

- *Quality 2020*¹⁰;
- *Making Life Better*¹¹;

⁸ 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>.

⁹ Expert Panel Report, Department of Health (2016) *Systems, Not Structures. Changing Health and Social Care*. Available at <https://www.health-ni.gov.uk/publications/systems-not-structures-changing-health-and-social-care-full-report>

¹⁰ Department of Health, Social Services and Public Safety (2011) *Quality 2020: A 10 Year Strategy to Protect and Improve Quality in Health and Social Care in Northern Ireland*. Available at <https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/q2020-strategy.pdf>

¹¹ 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.

- *The Right Time, The Right Place*¹²;
- *Improving the Patient and Client Experience*¹³;
- *eHealth and Care Strategy for Northern Ireland*¹⁴;
- *A Strategy for Children's Palliative and End of Life Care 2016-26*¹⁵;
- *A Strategy for Paediatric Healthcare Services provided in Hospitals and in the Community 2016-26*¹⁶; and
- *HSC Collective Leadership Strategy*¹⁷.

The DoH's Co-production Guide (2018)¹⁸ is based on principles of working in partnership with those who use services and those that deliver services to implement change using a *co-production* and *co-design* approach.

In support of the transformation agenda, the 'Confidence and Supply Transformation Fund' was established during 2018-19. Through the DoH, additional funding was made available and NIPEC, supported by this resource, has successfully led three projects including:

- Future Nurse-Future Midwife
- Transforming Nursing and Midwifery Data
- Post Registration Programme leading to a Masters in Nursing
(Further information is available on pages 11-13).

NIPEC plays a particular role in supporting the vision and objectives of the DoH's Chief Nursing Officer 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 change and opportunity within Northern Ireland.

¹² Donaldson, L. Rutter, P. & Henderson, N. (2014) *The Right Time, The Right Place* Available at https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/donaldsonreport270115_0.pdf.

¹³ Department of Health, Social Services and Public Safety (2009) *Improving the Patient and Client Experience*. Belfast: DHSSPS.

¹⁴ Health and Social Care Board. (2016). *eHealth and Care Strategy for Northern Ireland*. Available at <https://www.health-ni.gov.uk/sites/default/files/publications/dhssps/interactive-ehealth-strategy.pdf>

¹⁵ Department of Health (2016) *A Strategy for Children's Palliative and End of Life Care 2016-26*. Available at <https://www.health-ni.gov.uk/sites/default/files/publications/health/paediatric-strategy-palliative-end-of-life-care.PDF>.

¹⁶ Department of Health (2016) *A Strategy for Paediatric Healthcare Services provided in Hospitals and in the Community 2016-26*. Available at <https://www.health-ni.gov.uk/sites/default/files/publications/health/paediatric-strategy-hospital-andcommunity.pdf>.

¹⁷ Department of Health (2017) *HSC Collective Leadership Strategy*. Available at <https://www.health-ni.gov.uk/publications/hsc-collective-leadership-strategy>

¹⁸ 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>.

NIPEC's Work in 2019-20

During 2019-20, NIPEC met its corporate responsibilities along with delivering against the strategic priorities and objectives presented in its Corporate Plan 2017-21 and supporting the Chief Nursing Officer and the Public Health Agency in its emergency response to the CoVid-19 pandemic.

Staff Development

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 during 2019-20 staff engaged in a range of learning and development activities.

Embedding Quality Improvement (QI)

NIPEC has focused on developing its staff in improvement science and QI methodologies in line with the implementation of the *Q2020 Attributes Framework (AF)*¹⁹. During 2019-20 staff commenced or completed a range of QI programmes relevant to their individual roles. Staff valued engaging in the various QI activities. In addition to acting as QI mentors for those undertaking regional QI programmes, those with additional training have facilitated NIPEC's own QI Lite programme (Q2020, AF Level 1 enhanced).

HSC Leadership Development

NIPEC strives to be an outward facing organisation: providing leadership for a positive impact and endeavouring to hold the respect of a wide range of stakeholders within a 'values based' approach. NIPEC's approach to its work reflects the approach outlined in the *HSC Collective Leadership Strategy (2017)*¹⁶ and staff are supported to develop their collective leadership skills through undertaking the new HSC Collective Leadership Programme.

NIPEC Stakeholder Engagement

One of NIPEC's main vehicles of communication is via its website <https://nipec.hscni.net/> and it is also responsible for the updating and maintenance of the online portfolio and nursing and midwifery careers website. It continues to update these websites and applies robust mechanisms to ensure that they are easily accessible and provide useful resources to support the practice, education and professional development of nurses and midwives. NIPEC undertook a review of its main website during 2019-20 and a survey of visitors to the site confirmed the need to make it easier to navigate and more accessible via smart phones.

NIPEC has continued to enhance its engagement with stakeholders through social media, Facebook and Twitter and has increased its followers on both platforms. NIPEC Senior

¹⁹ Department of Health, Social Services and Public Safety (2014) *Q2020 Attributes Framework*. Available at: https://www.dhsspsni.gov.uk/quality_strategy_2020

Professional Officers engaged in “Twitter chats” with members of relevant workstream Steering Groups and registrants to raise awareness of NIPEC resources and to seek views from frontline staff on how best to enable their adoption and implementation. In addition NIPEC supported a master class for nurses and midwives in November 2019 which aimed to optimise the use of Twitter. NIPEC will continue to use existing and new platforms of communication including its social media presence to reach a wider audience of registrants and promote its resources.

NIPEC continues with its roadshow approach to increase the number of frontline staff it engages with. Once again Trust Executive Directors of Nursing supported NIPEC to hold its events in HSC Trust locations across NI with a total of 93 registrants attending eleven events from September to November 2019. This was in addition to the number of registrants attending other NIPEC events such as Future Nurse Future Midwife roadshows and Delegation Framework Awareness sessions held between October 2019 and February 2020.

NIPEC’s 2020-21 Business Plan will reflect suggestions from those with whom the organisation engaged throughout 2019-20.

Delivery of key organisational objectives detailed in the Business Plan 2019-20 includes the following:

Practice:

Transforming Nursing and Midwifery Data (TNMD)

Building on the work of the Recording Care work stream which aims to improve the standard of nursing and midwifery record keeping practice using improvement science, and in the context of a range of recommendations from the Hyponatraemia Inquiry (including reference to the importance of care planning and effective handover), this programme of work delivered on significant achievements of TNMD which include:

- Region-wide implementation of a revised adult nursing assessment and plan of care document in all adult hospital based wards.
- Implementation of the PACE care planning approach to 141 wards in Northern Ireland.
- Revision of the learning disabilities and children's hospital based nursing assessment data set.
- Construction of a nursing assessment data set for short stay adult and children's environments.
- Refresh and revision of resources for audit and improvement of nursing record keeping practice.
- Development of a nursing informatics team in each HSC Trust in preparation for the Encompass programme of work.
- Construction of a core nursing assessment data set and field specific sub sets.
- Increased awareness across HSC Trusts of the implications of using a standardised nursing terminology in a digital environment.

Practice:

- Evidenced improvement of the standard of record keeping practice across practice environments in Northern Ireland.
- Continuation of the programme of audit and improvement across adult hospital based and type 1 emergency department care settings.
- Within District Nursing, completion of a review of the assessment data set, commencement of a programme of work to review record keeping practice standards and pilot of the PACE approach to planning nursing care.
- Testing for implementation of Principles for Effective Handovers.

This will substantially support the nursing and midwifery workforce to evidence the contribution and outcomes of nursing care whilst moving towards digital adoption in the context of the Encompass and broader programmes of work. This regional initiative will continue to transform practice, prepare and support the nursing and midwifery professions to lead and implement transformational change and champion an innovative approach to recording plans of nursing and midwifery care across practice and service settings.

General Practice Nursing

- Completed a microsite which facilitates registrants to access information about the key roles in General Practice Nursing, related competencies, education requirements and job descriptions.

Supervision

- Finalised a draft framework to support reflective supervision for nurses and midwives in Northern Ireland, to include aspects of safeguarding supervision.
- Agreed activity to test the framework across a range of nursing and midwifery care settings in Northern Ireland.

Education:

Future Nurse Future Midwife

During 2019-20 NIPEC continued to lead the implementation of the Future Nurse Future Midwife pre-registration education standards (NMC 2018) on behalf of the CNO)¹. The successes for this project have been:

- Curriculum development and NMC approval for pre-registration programme and Nurse Prescribing.
- A single NI Practice Assessment Document (NIPAD) tailored for each of the four fields of practice.
- Regionally agreed Education Audit for Practice Learning Experiences.
- Commenced update of the pre-registration section of the NI Nursing and Midwifery Careers website.
- Secured links to the UK arrangements set up by the NMC to oversee implementation of the new pre-registration Nursing and Midwifery Standards at National level.

Successful widespread communication and engagement continues with HSC Trusts, Voluntary and Independent Sectors across NI and includes: regular communiques; twitter chats podcasts promoted through NIPEC's website and social media platforms. The Transformation Funded Professional Officers in partnership with the Approved Education Institutes (AEIs) have delivered 15 road shows across NI attended by 558 and more are planned through 202-21. Throughout this activity NIPEC has facilitated increased Independent and Voluntary Sector engagement.

NIPEC continues to lead the implementation of the NMC Future Midwife Education Standards following their launch in January 2020.

Post Registration Masters Programme in Nursing

NIPEC led the development, implementation and initial evaluation of the new Post Registration Masters Programme in Nursing to support and develop newly qualified Nurses (Adult). The focus of this pilot programme is to develop future nursing leaders who will deliver transformational change and improve outcomes for patients and service users. The following have been achieved:

- Approval of a new curriculum to include the award of Quality 2020 Level 2 in addition to the MSc academic qualification.
- 29 participants have been recruited and commenced employment as Band 5 Registered Nurses in the five HSC Trusts.
- Students have commenced a MSc 2 year Programme in September 2019.

Establishment of a rotational programme for participants to experience placements within Hospital, Community, Independent and Voluntary settings.

Professional Development:

Enabling Professionalism

- Commenced a programme of work linked to the *Enabling Professionalism* framework to support the five country Government Chief Nursing Officers of the United Kingdom and Ireland take forward a collaborative work stream as part of their response to the Year of the Nurse 2020 and the Nursing Now Campaign 2020.
- In October 2019 NIPEC hosted a workshop to action/explore the further implementation of the *Enabling Professionalism* framework in practice settings across Northern Ireland and as a result also informed national work, led by Northern Ireland's Chief Nursing Officer, to support celebrations connected with the International Year of the Nurse and Midwife and Nursing Now 2020 campaign in conjunction with the World Health Organisation and the International Council of Nurses.
- Developed an action plan to support the implementation of the *Enabling Professionalism* Framework in Northern Ireland across a range of nursing and midwifery practice settings.

Quality 2020 Attributes Framework

- Supported the chair of Quality 2020 Professional Leadership Group to develop a five year strategy to support the implementation of the Attributes Framework within the HSC.

Learning Disabilities Nursing

- Reviewed the impact and use of the Outcomes Measurement Framework to support Registered Nurses (Learning Disabilities) to demonstrate their contribution to the delivery of person-centred care.

Career Pathways

- Continued to develop career pathways including:
 - District Nursing.
 - Neurology Nursing.
 - Stroke Nursing.

Advice, Guidance and Information:

Delegation Framework

- Hosted awareness sessions across all HSC Trusts and independent and voluntary sector organisations to inform nurses and midwives of the *Delegation Framework* and its use in practice.
- Developed and launched a micro site within the main NIPEC website housing appropriate resources including podcasts of awareness sessions to increase accessibility.
- Co-hosted two workshops to support development of a multi-professional approach for delegation across integrated teams.
- Commissioned and completed a literature review of governance arrangements for multi-professional delegation across Social Work, Nursing, Midwifery and Allied Health Professions and Pharmacy.
- Developed a draft framework for testing across care and service settings in HSC Trusts for presentation to the Department of Health.

Professional Fora

Continued to support Professional Development Fora for:

- Registered Nurses: Learning Disabilities.
- Endoscopy Lead Nurses.
- Nurses working in the Independent and Voluntary Sector.

Advice, Guidance and Information:

Communication and Engagement

- Submitted responses to consultations on a range of emerging strategies and policies including the NMC *Future Strategy 2020-2025*.
- Led the production of an Annual Report in relation to the work of the NI Collaborative – Learning Disabilities Nursing.
- Disseminated advice, guidance and information from the NMC across the system relating to revalidation.
- Continued with our innovative approach to engage with stakeholders to promote high standards of practice, education and professional development through the following:
 - Ten publications of SCAN distributed directly to 447 recipients.
 - Twitter chats.
 - Twitter, Facebook and Instagram posts.
 - NIPEC Roadshows in locations close to front line staff.
 - NIPEC information sessions for 3rd years nursing students across the HEIs.
 - NIPEC Annual Conference.

Governance and Performance

NIPEC's Governance and Performance achievements in regard to objectives within the 2019-20 Business Plan included:

Key Performance Indicators 2019-20		
Indicator	Target	Achieved
Break even on revenue and operating costs	0.25% or £20,000	0.74% or £17,813
Keep within the capital resources limit (CRL)	<i>No target</i>	Achieved CRL £4,931
Sickness absence rates	3.7%	1.16%
Invoice prompt Payment percentage within 30 days	95%	94.5%
Invoice prompt Payment percentage within 10 days	70%	83.21%
Controls Assurance Standards	Substantial (75% - 99% compliance)	All 9 relevant areas achieved scores within the substantial range.

Governance and Accountability Framework
<ul style="list-style-type: none"> ✓ Clean certificate and report obtained from the Comptroller and Auditor General to the Northern Ireland Assembly for NIPEC's Annual Report and Accounts 2019-20. ✓ Implementation of Disability and Action Plans 2018-23 (year two) with progress report provided to NIPEC's Business Team on a quarterly basis. ✓ Mid-Year Assurance Statement submitted on 11 October 2019 within target date. ✓ Sponsor Branch and DoH Accountability meetings completed throughout the year. ✓ Property Asset Management Plan (PAMP) 2019-20 to 2023-24 completed by the target date of 27 September 2019.

Quality:

- **NIPEC's Quality Improvement (QI) Strategy and Investors in People (IIP) Achievements**

The achievements resulting from the implementation of the Quality Improvement Strategy and IIP action plan are:

- NIPEC Team Building Event held in November 2019.
- NIPEC staff commenced a NIPEC QI Lite Programme to continue development of QI skills.
- Provided mentorship/critical friend support across the HSC in relation to QI programmes.

- **NIPEC's Annual Quality Report**

- Submitted NIPEC's Annual Quality Report in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b).

The full range of activities is available on NIPEC's website at <https://nipec.hscni.net>²⁰

²⁰ It should be noted not every objective aligned to our core functions is detailed within NIPEC's key actions; some objectives are implicit within the work of NIPEC and are demonstrated via the Business Plan as a whole.

NIPEC's Work in 2020-21

The Business Plan 2020-21 is aimed at driving and supporting positive change in the delivery of health and social care services for the population of Northern Ireland.

The scale and pace of change within the HSC is challenging and there is a need to continue to focus on the development of the nursing and midwifery workforce so that registrant's practice, education and development needs are met at an individual, organisational and population level. As a regional enabler, NIPEC is well placed to facilitate and support development of the professions to meet the transformation agenda and rise to the challenges facing the HSC as a result of the Coronavirus pandemic.

NIPEC's business objectives for 2020-21 have been developed to promote the professions of nursing and midwifery and to celebrate best practice with a focus on partnership working and supporting the adoption and implementation of NIPEC resources.

It is anticipated that 2020-21 will be both a challenging and exciting time for Nursing and Midwifery. In addition to Northern Ireland being part of the global Nursing Now campaign the Northern Ireland Assembly's and Department of Health's management of the Coronavirus pandemic has brought a sense of renewed partnership working, energy, vitality and enthusiasm. The organisation's efforts are focussed on celebrating all that is good in Nursing and Midwifery and also working together to improve care and services whilst being cognisant of the need to work in different ways which ensures that due to the Coronavirus pandemic, staff and stakeholder safety is a central priority.

Work of the organisation will continue to focus on celebrating the professions, and supporting 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.

Whilst the confidence and supply fund is no longer available, NIPEC will continue to seek sources of funding to continue to expand the portfolio of work in partnership with key stakeholders. For example work remains to be undertaken to complete the work of Future Nurse Future Midwife to support implementation of the new education standards in line with the timescales set by the NMC. As such a bid has been submitted to the DoH to seek to retain the project infrastructure for the transformation project which was established in 2018-19.

Similarly, whilst the work of Transforming Nursing and Midwifery Data transformation project has been successfully delivered further opportunities continue to be explored to take work forward into a further phase of work.

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

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

1. Promote high standards of practice among nurses and midwives

Good health and care outcomes are highly dependent on the professional practice and behaviours of nurses and midwives. Demographic changes, increasing specialisation, new technologies and other advances in healthcare provide opportunities for the nursing and midwifery workforce of the future. 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.

*The Code: Professional standards of practice and behaviour for nurses and midwives (2018)*¹, 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. *Enabling Professionalism in Nursing and Midwifery Practice*⁴ describes what professionalism looks like in order to support the everyday application of the NMC's professional Code in practice environments across the UK. For employers, it identifies key principles that help them provide practice environments to support and encourage professionalism among nurses and midwives.

The professionalism of the professions has been linked to improving care safety, quality and experience. Indeed, current challenges recruiting and retaining nurses and midwives are highlighting 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 2020-21, we will continue to provide strategic leadership and the implementation of a proactive, flexible and responsive work programme, underpinned by the *Enabling Professionalism* framework. This includes the creation of high quality innovative solutions which aim to support employers as well as nurses and midwives to enhance professional practice and, in turn, facilitate the delivery of safe, effective and person-centred care.



NIPEC will promote High Standards of Practice by:

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

Key actions for 2020-21

Reference Number	Actions	Timescale
1a, 1b, 1c & 1d	<p>Recording Care</p> <p>Continue to develop the Recording Care Project in relation to:</p> <ul style="list-style-type: none"> • Further implement the agreed regional approach to person centred care planning. • Further explore the use of a standardised nursing language to support person centred care planning approaches. • Support a regional evaluation of the person centred care planning approach in collaboration with the Ulster University and Queen's University Belfast. • Explore opportunities for further resources/investment to support expansion of informatics capacity. • Ensure the work directly supports and informs the development of the Encompass programme of work. • Further develop the agreed person centred care planning approaches in District Nursing care settings. 	Ongoing

1a, 1b, 1c	<p>Nursing and Midwifery Supervision</p> <ul style="list-style-type: none"> • Lead in the coproduction of a model for Nursing and Midwifery Supervision within a single policy framework for Northern Ireland, through testing and refinement of a final version. • Develop a suite of resources, including a web-based micro-site to support testing and implementation of the framework across nursing, midwifery and safeguarding processes. 	Ongoing
1a	<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. 	TBC by CNO

2. Promote high standards of education among nurses and midwives

The NMC requires that nurses and midwives must “maintain the knowledge and skills they need for safe and effective practice” (NMC Code 2018¹, 6.2 pg. 9). The provision of effective 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. Safeguarding high-quality nursing care requires nurses who have the skills and knowledge to deliver care which is based on the best available evidence and which is also compassionate and caring.

Once registered, it is important that nurses and midwives are supported in their role and continue with their professional development throughout their careers, to further their knowledge and skills and to support innovation in their practice. The new education standards for future nurses and midwives are designed to support newly qualified practitioners to have healthy resilience strategies to enable them to work in today’s complex and challenging health care environment. In support of this, the NMC has engaged with each of the four countries of the UK to develop key Principles for Preceptorship. This is to ensure that nurses and midwives are supported by an effective model of preceptorship. The principles will help organisations and employers achieve a consistent standard of preceptorship for NMC registrants, across the UK.

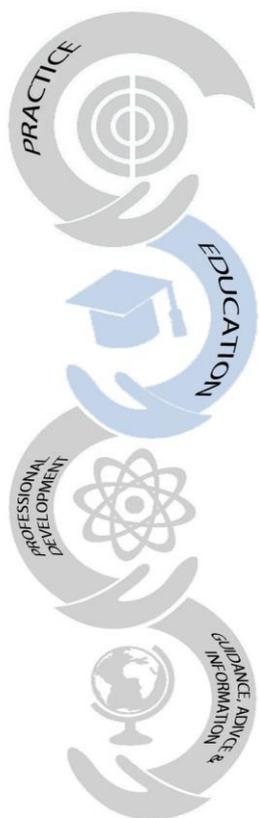
The NMC has also recently embarked on a programme of work to ensure that any new standards better reflect the work that many nurses in local communities are already doing, including complex clinical work, leading and managing teams and shaping local services. NIPEC will continue to contribute to the development of this work and update its resources including Northern Ireland’s Preceptorship Framework, Specialist Nursing Practice Framework, associated Specialist Nursing competence assessment tools and Public Health Nursing Career Pathway.

NIPEC’s Responsibilities

In fulfilling NIPEC’s responsibility to promote high standards of education during 2020-21 we will continue to undertake a range of activities to assure education standards and influence educational developments, providing leadership to the learning and education activities of the registrant population. NIPEC will continue to maintain strategic alliances with a range of organisations and contribute to relevant education fora at local, national and international levels, for example; the NMC Strategic Professional Advisory Group, NMC Post-registration Standards Steering Group, NMC Nursing & Midwifery Education Group (Principles for Preceptorship), 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.

During 2020-21 NIPEC will continue to support the implementation of the NMC Future Nurse Future Midwife pre-registration standards on behalf of the DOH along with playing a lead role in quality assuring non NMC regulated education activities. Monitoring is undertaken in accordance with *The Quality Assurance Framework for Monitoring Development and Education Activities* commissioned by the DoH (Non-NMC Registered or Recorded 2016 revised)²¹. In addition, NIPEC will update its relevant resources and career pathways to reflect the outcomes of the NMC's Post-registration Standards programme of work including NMC Principles for Preceptorship. From 2020-21 NIPEC intends to develop a regionally agreed Continuous Professional Development Framework (CPD) for Registered Nurses and Midwives which will enable the registrant to record their journey of continuous professional development. It is intended that this will reduce duplication of CPD records and also be useful for employers, therefore delivering better value for money.

²¹ Department of Health (2016) *The Quality Assurance Framework for Department of Health NI Commissioned Development and Education (revised April 2016) (Non-NMC Registered or Recorded)*. Belfast: NIPEC.



NIPEC will promote High Standards of Education among Nurses and Midwives 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.**

Key actions for 2020-21

Reference Number	Actions	Timescale
2a	Quality Assure non-NMC approved education programmes	TBC
2b & 2c	<p>Future Nurse Future Midwife (FNFM)</p> <p>Continue to lead a process to embed the outworking of the new NMC Future Nurse Future Midwife education standards including:</p> <ul style="list-style-type: none"> • Ensuring timely system readiness for introduction of Future Nurse standards from September 2020. • Curriculum Development against new Midwifery Education Standards. • Development of a Practice Assessment Document for the new Midwifery Programme. • Practice Learning Environments updated for Midwifery • Implementation of the NI model for the Standards for Supervision and Assessment (Nursing and Midwifery). • Engagement and communication throughout the life of the project. 	Aligned to NMC timescales

2b	Refer to 3b & 3c	
2b & 2d	<p>Continuous Professional Development (CPD) Framework:</p> <ul style="list-style-type: none"> • Lead the development of a regionally agreed CPD Framework for Nurses and Midwives: <ul style="list-style-type: none"> – Scope education programmes delivered within HSC Trusts for example “in-house”. – Develop an ‘Education Passport’ system for nurses and midwives. – Build on, and align to the current pre-registration NMC “Future Nurse/Midwife” standards. – Include a regionally agreed approach to staff induction for Nursing and Midwifery across the HSC Trusts. – Align with arrangements for Preceptorship and Supervision for Nurses and Midwives across the system. – Review the need and if appropriate make recommendation regarding development of an electronic system to support CPD aligned to the Online Portfolio and Careers Pathway. 	To be Agreed by DoH
2b & 2c	<p>Education Support in Practice</p> <ul style="list-style-type: none"> • Review the process for education support in practice settings. 	Commence from December 2020

3. Promote the professional development of nurses and midwives

The NMC Code requires Nurses and Midwives to keep their knowledge and skills up to date, take part in appropriate and regular learning and professional development activities that aim to maintain and develop competence and improve performance (NMC, 2018)¹. Adherence to the NMC Code alongside providing evidence for Revalidation (NMC 2019)²² and guided by the *Enabling Professionalism Framework* (2017)⁴ supports practitioners to ensure the delivery of safe, effective, compassionate and person-centred practice.

The International Year of the Nurse and the Midwife and Northern Ireland's Nursing Now campaign are the vehicles NIPEC will use to drive a promotional campaign to support organisations and registrants to adopt and implement a range of NIPEC resources which have been developed to support best practice, education and professional development. During this year of 2020 with the focus being on celebrating and promoting the roles of nurses and midwives this provides NIPEC with an excellent opportunity to focus on supporting registrants, their teams and organisations to use the relevant resources developed by NIPEC in partnership with key stakeholders. The adoption and implementation of any of the resources can also help individuals meet their requirements for revalidation and such engagement can facilitate opportunities for reflection, receiving feedback and be recorded as CPD.

NIPEC's Responsibilities

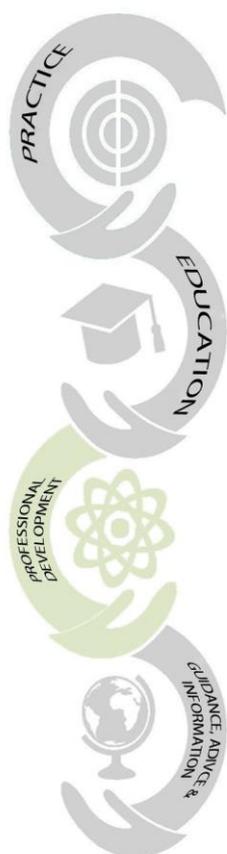
In fulfilling NIPEC's responsibility to promote the professional development of nursing and midwifery during 2020-21, NIPEC continues to engage with its stakeholders to lead and collaborate on the development of a range of resources, which are fit for purpose and easily accessible.

NIPEC is mindful of the persistent economic constraints and continues to focus on the development of web-based resources/activities. These include NIPEC's website, twitter chats, a range of micro-websites, online portfolio, competence assessment tools, career planning website, learning and development and evaluation frameworks.

During 2020-21 NIPEC will establish a process to facilitate teams to adopt its resources. This will include recognition for those who have successfully adopted and implemented NIPEC resources. Case-studies and video clips, on NIPEC's website, will be developed as teaching tools for others to learn from those modelling best practice. The promotion of NIPEC's online portfolio will be included as part of this campaign; an excellent free resource to enable registrants to record all their information for revalidation in the required NMC templates.

²² Nursing and Midwifery Council (2019) *Revalidation: How to revalidate with the NMC, Requirements for renewing your registration. Revised May 2019*. London: NMC.

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/microsites/>



NIPEC will promote High Standards of Professional Development among Nurses and Midwives 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.**

Key actions for 2020-21

Reference Number	Actions	Timescale
3a	<p>Professionalism</p> <ul style="list-style-type: none"> • Support UK CNOs to expand the work of Enabling Professionalism. • Support the implementation of resources to promote professionalism within Northern Ireland. Support the expansion of the use of the Enabling Professionalism Framework across the UK and Ireland through a programme of work as part of the Year of the Nurse 2020 and Nursing now Campaigns. • Work collaboratively with the Northern Ireland Florence Nightingale Foundation Committee to plan and deliver the exhibition being held in the Ulster Museum. 	<p>Ongoing during 2020-21</p> <p>April – May 2020</p>

3b	<p>NI Collaborative – Strengthening the Commitment</p> <ul style="list-style-type: none"> Continue to support the NI Collaborative to take forward objectives agreed by DoH. 	March 2021
3b & 3c	<p>Preceptorship Framework</p> <ul style="list-style-type: none"> Review and update NIPEC Preceptorship Framework against the new NMC guidelines. 	September 2020
3c	<p>Link Nurse role</p> <ul style="list-style-type: none"> Launch the Link Nurse Framework. 	By September 2020
3c	<p>Career Pathways</p> <p>District Nursing</p> <ul style="list-style-type: none"> In support of the District Nursing Framework 2018-26 develop a career pathway for all nursing and nursing assistant roles working within district nursing services. <p>Mental Health Nursing</p> <ul style="list-style-type: none"> In the context of the review of pre-registration education standards for mental health nurses progress the development of a Career Pathway. <p>Stroke Nursing</p> <ul style="list-style-type: none"> Develop a career pathway for nurses working within Stroke services in Northern Ireland reflecting the UK wide work developing a four country approach to Stroke Nursing. <p>Neurology</p> <ul style="list-style-type: none"> Develop a career pathway for nurses working within Neurology services in Northern Ireland. <p>Public Health Nursing</p> <ul style="list-style-type: none"> As the first stage of developing a career pathway for Public Health Nursing roles, review the Advanced Nursing Practice Framework to include advanced practice roles in Health Visiting. 	<p>Ongoing</p> <p>Work will align with the MH Nursing Framework being led by DoH and PHA</p> <p>Ongoing</p> <p>Ongoing</p> <p>Timescales to be aligned to PHA PH Nursing Framework and NMC review</p>

	<p>Safeguarding Adults</p> <ul style="list-style-type: none"> Develop a career pathway for nurses and midwives working within an Adult Safeguarding role. 	<p>Timescales to be aligned to PHA Safeguarding Adults Nursing Model</p>
3d	Refer to 1a	
3c	<p>Competence Assessment Tools</p> <ul style="list-style-type: none"> Review and update of Competence Assessment tools developed prior to 2015. 	<p>Commence September 2020</p>

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*” (NMC, 2018). 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 Leadership Strategy.

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 2020-21 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. In addition to this, for those areas adopting and implementing NIPEC’s resources endorsed by CNO, NIPEC will establish a process that acknowledges and celebrates this achievement.

NIPEC will also continue its commitment through 2020-21 to developing, producing and disseminating evidence-based and accessible information, publications and resources through its main website <https://nipec.hscni.net> and promoting them through its social media platforms; twitter [@nipec_online](https://twitter.com/nipec_online) and Facebook www.facebook.com/nipec

Its microsites and careers website <http://www.nursingandmidwiferycareersni.hscni.net> also provide information to support career planning and development. In addition the updated online portfolio <https://nipecportfolio.hscni.net> supports registrants to record and store their information safely for revalidation.



NIPEC will Provide Advice, Guidance and Information on Best Practice and Matters Relating to Nursing and Midwifery 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.**

Key actions for 2020-21

Reference Number	Actions	Timescale
4a	<p>Communication and Engagement</p> <p>In collaboration with key stakeholders develop an approach to encourage adoption and support implementation of NIPEC resources:</p> <ul style="list-style-type: none"> • Further engage with organisations’ nursing and midwifery fora. • Deliver local information/awareness sessions. • Facilitate implementation of specific resources tailored to practice settings. • Recognition of successful adoption and Implementation of NIPEC resources. • Continued engagement with key stakeholders though a wide range of events. • Maximising engagement on social media including hosting and engaging with twitter chats on relevant topics in collaboration with key partners. 	Ongoing

4a & 4c	<p>Delegation</p> <ul style="list-style-type: none"> • Support the testing of the draft multi-professional governance framework for delegation across integrated care teams. • Support the production of a multi-professional governance framework for delegation across integrated care teams. • Consider the DoH Nursing Assistant Resources in the context of the Maternity Support Worker role. 	<p>Ongoing</p> <p>TBC by DoH</p>
4b	Refer to 1a	
4a, 4b & 4d	<p>Nursing & Midwifery Careers website</p> <ul style="list-style-type: none"> • Review and development of the career pathways website. 	<p>TBC subject to capital allocation</p>

5. Governance and Performance

NIPEC's Responsibilities

NIPEC will seek to deliver this Business Plan within its revenue and capital approved budget allocations. Although the UK exited from the EU on 31 January 2020, a period of transition is in place until 31 December 2020, to facilitate planning around issues ranging from changes to regulations, to future funding impact on public services. We are acutely aware of our stewardship responsibilities in relation to the range of resources allocated to us and the coordination and planning needed to ensure that the organisation functions within its Revenue Resource Limit (RRL) and Capital Resource Limit (CRL).

Service Level Agreements

A component of NIPEC's efficiency strategy is that a number of core support services have been outsourced to Business Services' Organisation under Service Level Agreements, and NIPEC has procedures and systems in place to monitor these; this includes receipt of monthly performance reports against Key Performance Indicators issued by BSO Customer Care & Performance Directorate.

Financial

In order to ensure that NIPEC adheres to best practice for regularity, propriety and value for money, expenditure and income will continue to be closely monitored. Regular reports are submitted to both NIPEC's Audit and Risk Committee and Council.

As a Non-Departmental Public Body, NIPEC is audited during the year by Internal Audit to ensure that appropriate systems and procedures are in place for both financial and governance. At the end of the financial year, NIPEC's Annual Report and Accounts are audited by the External Auditor (Northern Ireland Audit Office).

Human Resources

NIPEC recognises that its workforce is its greatest resource and one they value and wish to continue to involve, engage, empower, develop and support. The contribution of staff is central to the delivery of NIPEC's corporate and business objectives and therefore staff are at the heart of what NIPEC does. Staff engagement events during 2019-20 provided an opportunity to continue to understand the value and diversity of individuals and their contribution to the organisation. NIPEC engages with and supports staff, monitoring individual and team morale and resilience as the organisation moves forward within a financially constrained environment. NIPEC also strives to provide and support a working environment which promotes health and wellbeing. During 2020-21, NIPEC's Health and Social Wellbeing Committee will continue to meet and plan a programme of activities aimed

at supporting the health and wellbeing of staff within the workplace such as mental health awareness courses, *10,000 Step Challenge* and raising money to support a nominated local charity.

NIPEC continues to hold its Investors in People accreditation and, as an employer, seeks to engender a strong sense of professional fulfilment amongst its staff by examining opportunities for personal development and secondment opportunities. To ensure that NIPEC meets the challenges it faces as a Non-Departmental Public Body (NDPB) the internal organisational structure is kept under constant review.

One of the major contributing factors to NIPEC achieving its yearly objectives is that Corporate Services staff members are an integral part of NIPEC and the work of its professional officers. NIPEC will continue throughout 2020-21 to support the development of all staff in QI and leadership development in addition to other training essential for their roles. The skills gained will ensure continued support for the broader range of professional work undertaken by NIPEC.

Property and Assets

NIPEC as a public body will continue to strive to achieve maximum benefit from both its property and assets and keep under review its Property Asset Management Plan (PAMP) for the period 2019-20 to 2023-24.

Therefore, NIPEC as an NDPB of the DoH supports and is committed to the objectives of the Executive approved Asset Management Strategy to:

- *reduce the net cost of service delivery through the effective use of public assets*
- *promote effective asset management processes that unlocks value.*

As a tenant of Centre House, NIPEC's lease expired on 30 November 2019. The Department of Finance (DoF) with the assistance of Land and Property Services (LPS) led discussions with the Landlord's agent regarding the re-gearing of the lease and these negotiations were successfully concluded with an extension of the lease to 31 August 2022. In September 2022, NIPEC is scheduled to move as part of the DoF reform of property project to James House. NIPEC has continued to work in partnership with the James House Project, joining the Transition Management Working Group (TMWG) established to oversee the move to James House.

Information and Communication Technology (ICT)

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

<https://nipec.hscni.net/>

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

<https://nipecportfolio.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.

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. During 2019-20 NIPEC reviewed its main website and obtained feedback through a survey of visitors to the site. The website will continue to be updated during 2020.

Accountability and Monitoring

NIPEC is accountable to the Minister for Health, via its Sponsor Branch, the Office of the Chief Nursing Officer. NIPEC is monitored by the DoH against the Corporate Plan and Business Plan through regular Sponsor Branch, Ground Clearing, and Accountability Meetings in addition to an Annual Report, Annual Quality Report and other *ad hoc* arrangements.

NIPEC has in place an Audit and Risk Committee which is accountable to the Council in regard to NIPEC's adherence to best practice corporate governance.

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 2020-21

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, taking into account DoH requirements and timescales.	31 March 2021
5B	Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.	31 March 2021
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 2021
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 2020-21
5E	Produce a Corporate Plan for the period 2021-24 and a Business Plan for 2021-22, taking account of any targets/outcomes set by the DoH.	January 2021
5F	To monitor and maintain staff absence rates below the target of 3.5% (<i>which is a further reduction of 0.2% below the 2019-20 target</i>).	During 2020-21
5G	<p>Meet NIPEC's Equality and Disability Legislative requirements including:</p> <ul style="list-style-type: none"> • Implement Year 3 actions within NIPEC's Equality and Disability Action Plans 2018-23, reporting progress in the Annual Progress Report to the Equality Commission NI. • Conduct 5 year review of NIPEC's Equality Scheme, in line with statutory requirements. 	<p>During 2020-21</p> <p>31 March 2021</p>

Reference Number	Actions	Timescale
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 and 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 2019-20 to 2023-24. 	<p>31 March 2021</p> <p>September 2020-21</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"> • Continue the update of WordPress Theme on NIPEC website. • Promote the uptake and use of NIPEC's online portfolio. 	<p>During 2020-21</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 2020-21</p>
5K	<p>Continue to participate on the finance NI reform of property Centre House communication group with the move to James House in 2022.</p> <p>To updated Council, Business Team and staff as and when developments occur.</p>	<p>During 2020-21</p>

Reference Number	Actions	Timescale
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 skill are further developed in QI methodologies and the Science of Improvement and these are reflected in NIPEC’s work where relevant. • Provide mentorship/critical friend support across the HSC in relation to QI programmes. • 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. 	During 2020-21

Abbreviations

ALBs	Arm's Length Bodies
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
NI	Northern Ireland
NIPEC	Northern Ireland Practice and Education Council for Nursing and Midwifery
NMC	Nursing and Midwifery Council
PGN	Promoting Good Nutrition
PHA	Public Health Agency
PPI	Patient Public Involvement
QA	Quality Assurance



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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