



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

**ANNUAL BUSINESS PLAN
2016 – 2017**

NIPEC aims to improve standards of practice, education and professional development of nurses and midwives to facilitate their delivery of safe, effective and person-centred practice.



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Introduction

NIPEC's Annual Business Plan 2016/17 details how we will make best use of our resources to achieve our strategic objectives, as set out in our Corporate Plan 2013-2016.

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

- Continuing to strengthen a culture of critical enquiry and quality improvement through the use of best available evidence, feedback from stakeholder engagement and other available information sources
- Promoting and facilitating innovation and reform
- Maintaining competent and professional staff and promoting and supporting continuous improvement and learning
- Ensuring that NIPEC's functions are underpinned by a robust governance and accountability framework.

This Plan focuses on major new and on-going work-streams for 2016/17, incorporating DHSSPS requirements and stakeholders' needs. It is not however intended to cover every aspect of NIPEC's work.

NIPEC's Purpose, Vision and Values

During 2016/17 NIPEC will continue to work/be guided by our purpose, vision and values.

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 Department of Health, Social Services and Public Safety (DHSSPS).

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 are also laid out within its 'Management Statement & Financial Memorandum' as approved by the Minister of Health, Social Services & Public Safety and DFP which sets out the rules and guidance relevant to the exercise of NIPEC's functions, duties and powers as well as to how it is held to account for its performance.

Our Vision

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

Our Values

- be transparent, open and impartial, acting with integrity and objectivity in the delivery of the responsibilities of NIPEC
- provide leadership that will have a positive impact on the professions
- be accessible and work collaboratively with individuals and interested organisations
- be accountable to the DHSSPS, public, stakeholders and staff for the activities of NIPEC, its stewardship of public funds and the extent to which key performance targets and objectives have been met
- be open-minded and innovative in our approach to our work
- promote a culture of equality and diversity
- maximise value for money through propriety and good stewardship of public funds ensuring the delivery of cost effective and efficient services within available resources, and with independent validation of performance achieved wherever possible.

Strategic Context

This Annual Business Plan 2016/17 represents an exciting agenda for NIPEC. The priorities and key actions included in this Plan will enable NIPEC to contribute to the ambitious programme of reform to improve health and social care services for people in Northern Ireland, outlined in a range of strategic policies and reviews including *Improving the Patient and Client Experience* (DHSSPS, 2009); *Transforming Your Care* (DHSSPS, 2011a); *Quality 2020* (DHSSPS, 2011b); *A Strategy for Maternity Care in Northern Ireland 2012-2018* (DHSSPS, 2012); the Public Health Framework, *Making Life Better* (DHSSPS, 2014a); *The Right Time, The Right Place* (Donaldson et al, 2014), *Q2020 Attributes Framework* (DHSSPS 2014b) and emerging policy and regulatory requirements. These include the Nursing and Midwifery Strategy (DHSSPS, 2015a) along with the Nursing and Midwifery Council's Strategy (NMC, 2015a), NMC Code (2015b) and Model of Revalidation. NIPEC also supports the implementation of recommendations from Public

Inquiries, investigations, regional strategies and the development of new models which includes leading the development of a New Model for Midwifery Supervision.

Whilst health and social care services continue to be delivered to the highest standards across a system which is supported by a highly skilled and motivated workforce, there is no room for complacency within a financially constrained system which delivers care against a context of increasing pressures and challenges. Indeed, high profile failures in health care systems and examples of poor quality of care are now regularly portrayed through the media. Local reports regarding inadequate standards of care often bring into question the underpinning values of nursing and midwifery, highlighting the need for nurses and midwives to engage in new ways of working in order to address these issues. Examples include the *Care of Older People in Acute Hospitals Overview Report* (RQIA, 2015) and *Review of Discharge Arrangements from Acute Hospitals* (RQIA 2014) which report that effective communication between health care professionals and their patients remains an area of concern which can result in the likelihood of mistakes being made, maladministration of care, and trust not being established. Equally there are a number of national reports such as Francis (2013), Berwick (2013) and the Parliamentary and Health Service Ombudsman (2013) which include key messages for consideration. More recently, *The Right Time Right Place* (Donaldson et al, 2014) poses a number of challenges for Northern Ireland's health and social care system.

In support of the delivery of high quality patient care, taking cognisance of any implications of the on-going administrative review of the HSC structures in Northern Ireland, NIPEC retains a focus on work developed through robust strategic alliances to translate regional direction and policy into practice and provide resources which strengthen the capacity and capability of the nursing and midwifery professions in Northern Ireland. NIPEC is committed to effective, positive multi-professional partnership working and collaboration with a wide range of stakeholders from various sectors in order to promote and support the practice, education and performance of nurses and midwives. NIPEC also supports the vision and objectives of the DHSSPS Chief Nursing Officer in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. In addition, NIPEC plays a key role in leading or contributing to quality improvement projects and initiatives across Northern Ireland and at a national level and responds to organisations who require bespoke work programmes, should specific practice based issues emerge. NIPEC also continues to actively engage in activities to support the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b), which can be demonstrated in its work which is both directly and indirectly associated with the aims and objectives of *Quality 2020*.

During 2015/16, NIPEC met its corporate responsibilities along with delivering against the strategic priorities and objectives presented in the Corporate Plan including:

Practice:

- supported the implementation of NMC Revalidation for Nurses and Midwives in NI;
- supported the implementation of an Attributes Framework on behalf of the Co-chairs of Quality 2020 Task Group 4: Professional Leadership;
- facilitated and supported a Regional Group to agree a set of high level Key Performance Indicators (KPIs) and the parameters for measurement and monitoring to demonstrate the unique contribution of nurses and midwives;
- led the development of a range of regional resources and improvement plans across care settings related to record keeping practice in nursing and midwifery, resulting in recognition via presentation to the 3rd Commonwealth Nurses and Midwives Conference in March 2016;
- conducted a review of the *Children and Young People Core Competency Safeguarding Framework for Nurses and Midwives (2012)* using NIPEC's *Impact Measurement Framework*;
- winner in the British Journal of Midwifery Awards scheme for *Midwives and Medicines (NI)* 2014.

Education:

- quality assured non-NMC regulated and DHSSPS commissioned education and learning activities;
- submitted an Annual Report of quality assurance activity of non-NMC regulated and DHSSPS commissioned education and learning activities to DHSSPS.

Professional Development:

- developed a Career Pathway for Nursing and Midwifery;
- reviewed the current provision of midwifery supervision to provide professional advice and external assurances to the Chief Nursing Officer;
- developed a range of tools and resources to enable nurses and midwives to develop their knowledge, skills and behaviours in particular areas of practice;
- hosted a range of events to promote high standards of practice, education and professional development among nurses and midwives including NIPEC's annual conference;

Advice, Guidance and Information:

- continued to develop guidance on nurse staffing levels in Northern Ireland as part of the *Delivering Care Project*, in partnership with the Public Health Agency and HSC Trusts. This area of work was selected for presentation to the 3rd Commonwealth Nurses and Midwives Conference in March 2016;
- hosted and facilitated a regional Forum for senior nurses working in the Independent and Voluntary sector;
- submitted NIPEC's Annual Quality Report in line with the implementation of the *Quality 2020 Strategy* (DHSSPS, 2011b);
- submitted responses to consultations on a range of emerging strategies and policies, often facilitating practitioner responses from across Northern Ireland.

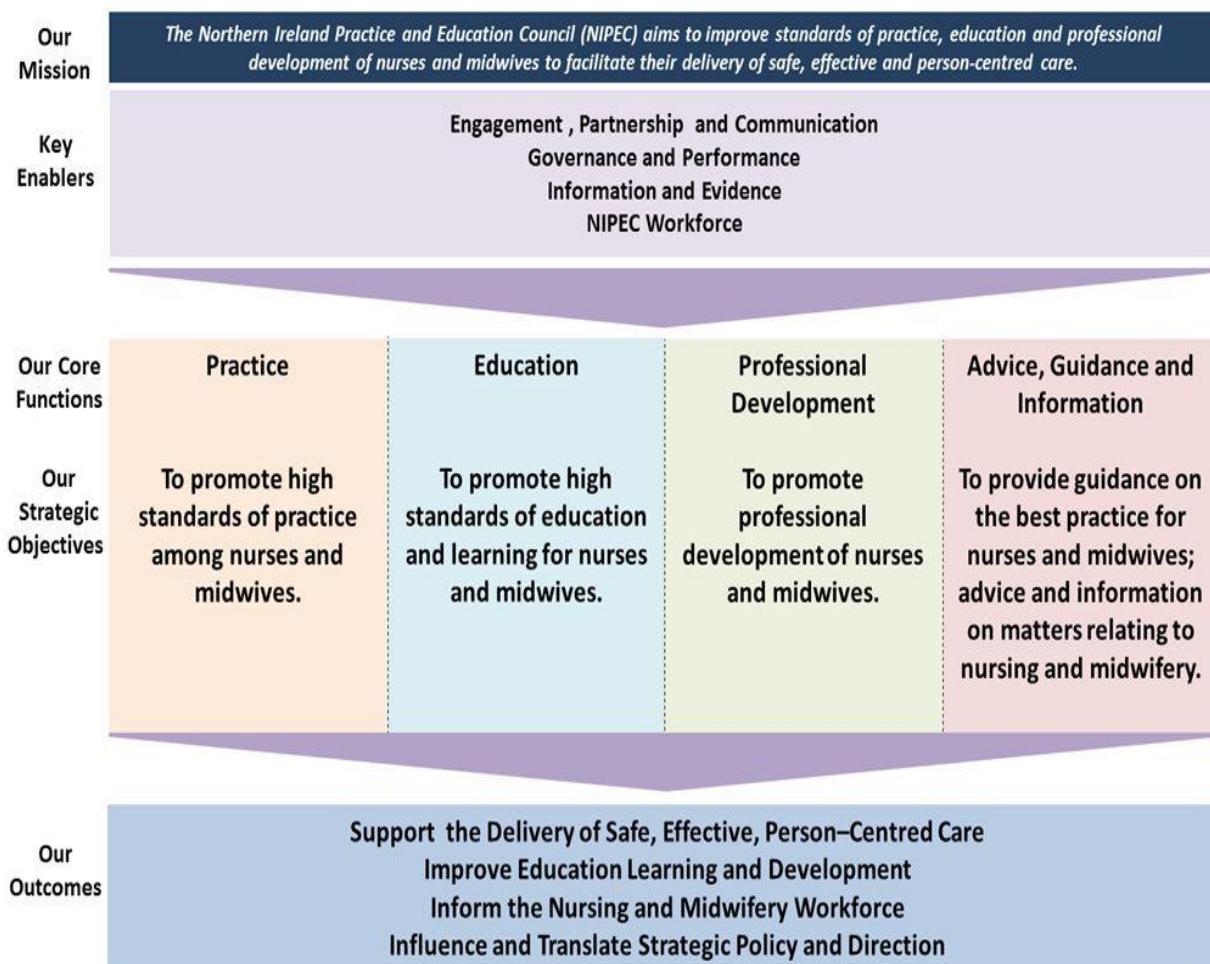
The full range of activities is available on NIPEC’s website at www.nipec.hscni.net

The period 2016/17 included in this Business Plan will be of particular relevance for NIPEC as it focuses on the last year of our Corporate Plan (2013 – 2017). The Corporate Plan has been extended to cover 2013 - 2017 at the request of the DHSSPS so that future plans are aligned to the new Programme for Government. The Business Plan is aimed at driving positive change in the delivery of health and social care services for the population of Northern Ireland.

NIPEC’s Work in 2016/17

In 2016/17 we will continue to focus our work on our core functions and supporting areas, as illustrated in our Strategy Map below:

NIPEC’s Draft Strategy Map 2013 - 2017



The following sections included in this Plan provide details of the key actions under each of these areas. NIPEC’s evidence-based prioritisation matrix has been used to prioritise these key actions.

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

1. NIPEC's Statutory Responsibility: *Promote High Standards of Practice among Nurses and Midwives*

Demographic changes, increasing specialisation, new technologies and other advances in healthcare are impacting on the nursing and midwifery workforce. Nurses and midwives must be responsive and have the ability to adapt to new roles and acquire new knowledge and skills in order to meet the needs of patients and clients, supporting and delivering personalised care across a diverse range of settings.

This is an exciting time for nurses and midwives, with increased opportunities to develop practice, in particular to provide more care that is nursing or midwifery-led and is focused on their role within the multi-disciplinary team.

This is underpinned by *The NMC Code (2015b)* which requires nurses and midwives to provide a high standard of practice and care at all times through always practising 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

Due to the strategic positioning and breadth of its stakeholder base, NIPEC is well placed to create 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.

In fulfilling NIPEC's responsibility to promote high standards of practice among nurses and midwives during 2016/17, we will continue to provide strategic leadership and the implementation of a proactive, flexible and responsive work programme. This includes leading or facilitating regional projects and initiatives and developing, monitoring and reviewing resources to enable improvements in professional practice.

NIPEC also hosts a range of conferences and events, including NIPEC's Annual Conference, to support further development of nursing and midwifery practice.

During 2016/17, NIPEC will continue to strive to maximise the impact of its work on the nursing and midwifery workforce by ensuring the effective use of resources, working collaboratively with stakeholders and delivering high quality products and outcomes which are informed by key strategic direction and policy within agreed timescales.

The impact of many of NIPEC's resources will continue to be measured on a quarterly basis, for example, those which support nursing and midwifery supervision and record keeping.

NIPEC's Key Priorities for 2016/17:

- 1A. The continued promotion of high standards of practice among nurses and midwives
- 1B. The prioritising of NIPEC's activities, completing a number of work streams designed to support nursing and midwifery staff in the provision of safe, effective, person- centred practice
- 1C. Assess the impact of specified products as appropriate.

Key actions for 2016/17

Key Priority	Actions	Timescale for completion
1A	Support the introduction of the new NMC model of revalidation at national and regional level: <ul style="list-style-type: none"> • Support the evaluation and impact measurement of revalidation; • For all nurses and midwives and in particular those who are currently undertaking a non-traditional role or who work in isolated settings. 	From April 2016/17 to 2017/18
1A	Develop professional guidance to support the Consultant Nurse Role.	March 2017
1A	Raising Concerns: Work with CNMAC and broader stakeholders (e.g. multi-professional fora) to: <ul style="list-style-type: none"> • Develop agreed standardised job roles for band 8a lead nurses and band 8a lead midwives, focusing on the professional governance, regulatory, safety and quality requirements of the role in supporting bed to boardroom assurances; 	From September 2016
1B	Develop a New Model for Nursing and Midwifery Supervision in Northern Ireland as follows:- <p>Phase 1 (Midwifery)</p> <ul style="list-style-type: none"> • In readiness for legislative changes to the Nursing and Midwifery Order 2001. <p>Phase 2 (Nursing and Midwifery)</p> <ul style="list-style-type: none"> • Review processes and guidance to support supervision and reflective practice in the context of the principles of the NMC Code (2015b) in relation to revalidation • Develop guidance for professional supervision required by senior nurses and midwives. 	September 2016 From October 2016 March 2017 & beyond

1B	<p>Phase Two Community Maternity Care project – Postnatal (Implementation of the Maternity Strategy 2012-2018):</p> <ul style="list-style-type: none"> • Develop a revised model of postnatal care implementing Objectives 21 and 22 of the Maternity Strategy. 	From December 2016 and beyond
1B	Continue to progress work on the Recording Care Project	On-going programme of Work
1B	In the context of the NMC position on professional standards for medicines management provide regional professional direction for nurses and midwives e.g. the titration of medicines	March 2017
1C	Impact measurement of specific NIPEC work (detailed in work plan)	On-going annual programme of work

2. NIPEC's Statutory Responsibility: *Promote High Standards of Education among Nurses and Midwives*

The NMC requires that nurses and midwives “must have the knowledge, skills and competence for safe practice” (NMC, 2015b, page 18). The HSC relies on nursing and midwifery education to prepare and maintain competent and caring practitioners who demonstrate professional behaviours and values but also education that continues to develop skills in practice and research throughout professional careers. The provision of effective education and learning for nurses and midwives enables them to deliver evidence-informed care that is safe, person-centred and enhances patients' experiences and outcomes (NES, 2014).

NIPEC's Responsibilities

In fulfilling NIPEC's responsibility to promote high standards during 2016/17, we will continue to undertake a range of activities to assure standards and influence educational developments, providing leadership to the learning and education activities of the registrant population. During 2016/17, 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 Education Advisory Group; the DHSSPS' Central Nursing and Midwifery Advisory Committee's (CNMAC) Sub-Committee for Workforce and Education and the regional Education Commissioning Group (ECG); to ensure it can influence and support the nursing and midwifery workforce to respond to existing and emerging regulatory policy and strategic priorities. Significantly, NIPEC will continue to support the revalidation of Nurses and Midwives in Northern Ireland and the development and review of NMC standards, contributing to the development of an NMC Education Strategy. NIPEC will be instrumental in ensuring that educational requirements stemming from the NMC Education Strategy are embedded and included in continuous professional development at local level.

NIPEC will continue to play a vital role in quality assuring non NMC regulated education activities commissioned by the DHSSPS through the Education Commissioning process for Nurses and Midwives during 2016/17. Each year, NIPEC through the DHSSPS, agrees with the ECG, a sample of education activities for quality assurance monitoring. Monitoring is undertaken in accordance with an agreed framework, *The Quality Assurance Framework for Monitoring Development and Education Activities Commissioned by the DHSSPS (Non-NMC Registered or Recorded)*.

NIPEC works in partnership with education providers to undertake monitoring activity. Each activity monitored is benchmarked against eight criteria detailed within the *Framework*. A report detailing the findings, and where appropriate, relevant recommendations, is provided to each education provider. NIPEC provides a summary report to the DHSSPS (CNMAC) Sub-Committee for Workforce and Education and the ECG on completion of each monitoring cycle.

NIPEC's Key Priorities for 2016/17:

- 2A. Provide a range of activities to facilitate and develop further the competence of practitioners
- 2B. Continue to enhance its websites to support nurses and midwives in ongoing continuous professional development and the revalidation requirements of the Nursing and Midwifery Council (NMC)
- 2C. Promote improved standards of education and development in collaboration with education and service providers
- 2D. Engage and collaborate with local, national and international strategic education fora.

Key actions for 2016/17

Key Priority	Actions	Timescale for completion
2A	Conduct a scoping exercise in relation to induction programmes for Band 5 nurses and midwives within the five Trusts.	December 2016
2B	Detailed in NIPEC's work plan.	
2C	<ul style="list-style-type: none"> • Quality Assure non-NMC education programmes using the updated QA Framework; 	September 2016
	<ul style="list-style-type: none"> • Provide support for QA monitoring leads within the education provider organisation to promote understanding regarding the revised QA Framework; 	September 2016
	<ul style="list-style-type: none"> • Lead an initiative to further develop the Framework to evaluate the impact in practice of commissioned educational programmes and activities; • Lead work to evidence the impact of commissioned educational programmes and activities on practice. 	March 2017 Commence March 2017
2D	<p>Engage and collaborate with NMC in relation to the 'Future Nurse' programme of work</p> <ul style="list-style-type: none"> • Influence and support National work which aims to redesign pre-registration education standards and models of professional service delivery at UK and regional level 	Ongoing

3. NIPEC's Statutory Responsibility: *Promote the Professional Development of Nurses and Midwives*

Professional development is defined as *“the systematic maintenance, improvement and broadening of knowledge and the development of personal qualities necessary for the execution of professional and technical duties throughout the practitioner’s working life”* (Friedman & Phillips, 2010).

The NMC requires nurses and midwives “to keep your knowledge and skills up to date, taking part in appropriate and regular learning and professional development activities that aim to maintain and develop your competence and improve your performance” (NMC, 2015b; page 17).

Knowledgeable and competent practitioners are vital in ensuring the delivery of safe and effective person-centred practice. Much of the recent literature now focuses on a fundamental requirement of the modern practitioner and their employers to have healthy resilience strategies. Individuals would act as role models for others in today’s complex and challenging health care environment.

NIPEC's Responsibilities

In fulfilling NIPEC’s responsibility to promote the professional development of nursing and midwifery during 2016/17, NIPEC will continue to lead the development of a range of resources, through engagement and collaboration with stakeholders.

NIPEC is mindful of the current economic constraints and has therefore focussed on the further development of web-based resources. These include NIPEC’s website, a range of mini-websites, competence assessment tools and learning and development and evaluation frameworks.

In addition, our online portfolio enables nurses and midwives to keep up-to-date, and will be enhanced to ensure it supports the NMC requirements for registrants for revalidation.

NIPEC's Key Priorities for 2016/17:

- 3A.** Deliver NIPEC's core function of promoting and encouraging the professional development of nurses and midwives
- 3B.** Develop a range of resources to meet the needs of nurses and midwives
- 3C.** Support the embedding of products in practice.

Key actions for 2016/17

Key Priority	Actions	Timescale for completion
3A	<p>Professionalism in Nursing and Midwifery: Support and lead work on behalf of the UK CNO group to promote professionalism in the context of revalidation and the new NMC Code (2015b) to produce;</p> <ul style="list-style-type: none"> • A joint statement of intent with the NMC • A statement of rationale for the work • A practice toolkit resource 	March 2017 & beyond
3A	Review the role of link nurses in HSC Trusts.	March 2017
3B	<p>Further to the development of the Career Framework for Specialist Practice Nursing:</p> <ul style="list-style-type: none"> • lead the development of bespoke resources related to practice areas; • practice areas to be agreed for final work plan along with timescales. 	March 2017
3B	Develop a Safeguarding Adults Competency Framework for Nurses and Midwives.	March 2017
3B	Develop a Mental Health Nursing Competency Framework for Recovery Orientated Practice and Health and Well-being.	From December 2016
3C	Refer to 1A and 2A above.	

4. NIPEC's Statutory Responsibility: *Provide Advice, Guidance and Information on Best Practice and Matters Relating to Nursing and Midwifery*

The NMC 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, 2015b). The delivery of safe and effective care within a person-centred culture is the responsibility of all nurses and midwives and their employing organisations. This care must be delivered within an organisational environment that promotes evidence-based practice and utilises effective risk management processes.

NIPEC's Responsibilities

NIPEC fulfils a unique role in Northern Ireland by providing 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, to assist them in addressing current and future 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 which translates strategic policy for use by nurses and midwives and supports the interpretation and application of legislation, based on best available evidence. Guidance provided by NIPEC also enables nurses and midwives to improve their practice to meet the needs of patients/clients and their carers. NIPEC is committed to developing, producing and disseminating evidence-based, quality and accessible information, publications and resources which are available online and in hard copy. One of NIPEC's main vehicles for communicating to nurses and midwives is its website. NIPEC applies robust mechanisms to ensure that its website is an effective and easily accessible resource to support the practice, education and professional development of nurses and midwives. The website is continually adapted to ensure that it meets the needs of nurses and midwives in NI.

NIPEC's Key Priorities for 2016/17:

- 4A. Enhance information and communication processes to meet the needs of stakeholders
- 4B. Support safe and effective practice through the delivery of a wide range of activities, providing resources, advice and information for registrants and their employers
- 4C. Implement a work programme that focuses on activities which impact on quality and safety in relation to the delivery of care
- 4D. Explore opportunities for increasing its involvement in multidisciplinary projects and initiatives
- 4E. Develop products in partnership with relevant key stakeholders and disseminated these appropriately across professions and organisations within health and social care, making them available in relevant formats and published appropriately
- 4F. Regularly review and update NIPEC's website and ensure that it continues to be compliant with relevant quality guidelines and legislation
- 4G. Review and update information governance policies and procedures as per legislation

Key actions for 2016/17

Key Priority	Actions	Timescale for completion
4A	Detailed in NIPEC's work plan and Communication and Engagement Strategy.	
4B	Develop a Delegation Framework applicable to all sectors and settings.	Commence July 2016
4C	Delivering Care: Nurse Staffing in Northern Ireland Project: <ul style="list-style-type: none"> • Complete Phase 3 – District Nursing Teams; • Support Phase 4 - Health Visiting Team staffing; • CNO will advise further phases. 	March 2017 & beyond
4D	Support the co-chairs of Quality 2020 Task Group 17 to develop resources to facilitate implementation of the Attributes Framework within the HSC <ul style="list-style-type: none"> • Work in partnership with key stakeholders to design and develop Level 1 Attributes Framework e-learning programme. • Promote Attributes Framework at local and national events 	March 2017 & beyond
4E	Develop guidance for professional staff working in integrated teams, in partnership with NISCC.	Commence December 2016
4F	Refer to 5N and 5O and NIPEC's work plan.	
4G	Refer to 5N and 5O.	

5. NIPEC's Statutory Responsibility: Governance and Performance

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).

Service Level Agreements

A component of NIPEC's efficiency strategy is that a number of core support services have elements of work outsourced to another organisation under Service Level Agreements, and NIPEC has procedures and systems in place to monitor these.

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 will be submitted to NIPEC's Audit and Risk Committee.

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

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 2015-16 provided an opportunity to understand the value and diversity of individuals and their contribution to the organisation. The resulting Team Effectiveness Action Plan and the continued delivery of this will ensure the organisation engages with and supports staff, monitoring individual and team morale and resilience as the organisation moves forward within a financially constrained environment along with the review of NIPEC. NIPEC also strives to provide and support a working environment which promotes health and wellbeing. During 2015-16, NIPEC's Health and social Wellbeing Committee delivered a programme of activities aimed at supporting the health and wellbeing of staff within the workplace. Following the evaluation and review of this programme with staff, the Committee will be developing a further range of activities for 2016-17.

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.

The internal organisational structure is kept under constant review to ensure that it meets NIPEC's needs.

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. Over the years, specific skills have been developed in the areas of:

- *Events management*
- *Marketing and publications*
- *Information services*
- *Database & website design and maintenance of the Databases*
- *Procurement requirements which are specific to NIPEC's activities.*

These skills 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 (PAM) plan for the period 2016-17 to 2021-22.

Therefore, NIPEC as an Non-Departmental Public Body (NDPB) of the DHSSPS 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 current three year lease expires on the 30th November 2016. Therefore, a SOC/Business Case was submitted to the Department of Personnel and Finance (DFP) in February 2016 proposing a way forward.

Information and Communication Technology (ICT)

NIPEC currently maintains and updates the following three websites:

- www.nipec.hscni.net
- <https://nipecportfolio.hscni.net>

- 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.

NIPEC has placed a number of electronic resources within its main website to facilitate the nursing and midwifery profession within the HSC Sector.

A significant proportion of NIPEC's documentation, policies and information regarding the corporate business areas are available on the website and the preferred organisational method of communication continues to be, in the first instance, by electronic means.

Accountability and Monitoring

NIPEC is accountable to the Minister for Health, Social Services and Public Safety via the DHSSPS. NIPEC will be monitored by the DHSSPS against the Corporate Strategy and Business Plan through Accountability Meetings, an Annual Report, Annual Quality Report 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.

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.

Key actions for 2016/17

Key Priority	Actions	Timescale for completion
5A	Continue to maintain a robust governance and accountability framework through the effective management and monitoring of corporate and financial performance. Taking into account DHSSPS requirements and timescales.	31 st March 2017
5B	Comply with HSC corporate governance, legislative requirements and best practice through risk management, internal controls systems and external assurance processes.	31 st March 2017
5C	Achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation by March 2017.	31 st March 2017
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 DHSSPS is in line with agreed timeframes.	During 2016/17
5E	Ensure NIPEC has systems in place to support the professional staff to revalidate using the NMC Revalidation Model.	During 2016/17
5F	Take forward the appropriate actions arising from NIPEC's SOC/Business Case when approved by DFP.	During 2016/17
5G	Produce a Corporate Plan for the period 2017 – 2021 and a Business Plan for 2017 - 2018, taking account of any outcomes from the DHSSPS consultation exercise on the role and functions of NIPEC.	Mid-December 2016
5H	Review and continue to take forward the Team Effectiveness Action Plan and its key objectives identified through staff engagement.	31 st March 2017
5I	To monitor and maintain staff absence rates below the target of 4.25%.	During 2016/17
5J	Review NIPEC's Disability Action Plan 2013-18, taking forward agreed actions and reporting on progress made.	31 st March 2017

5K	<p>Ensure compliance with the DHSSPS processes and timescales for the completion of:</p> <ul style="list-style-type: none"> • Mid-year Assurance Statements and End year Governance Statements • Board Governance Self-assessment Tool • NAO Audit Committee Checklist • Mid-year and end-year accountability meetings • The Controls Assurance Standards process • Property Asset Management Plan 2016-17 to 2021-22 • Sustainable Development Report. 	<p>31st March 2017</p> <p>August 2016</p>
5L	<p>Review NIPEC's business continuity management plans to ensure arrangements are appropriate to maintain services to a pre-defined level through a business disruption.</p>	<p>During 2016/17</p>
5M	<p>Monitor and review the enhanced SLA with the BSO, to manage a range of additional corporate services work areas.</p>	<p>During 2016/17</p>
5N	<p>Continue to enhance Information Communication and Technology (ICT) provision, within financial resources, by expanding and exploring new ways of working and assessment of same to ensure effectiveness of NIPEC's work, costs to NIPEC and increased efficiency.</p>	<p>During 2016/17</p>
5O	<p>Take forward NIPEC's Information Governance Strategy and implement associated action plan reporting on progress via NIPEC's ICT and Governance Group.</p>	<p>During 2016/17</p>
5P	<p>Take forward any recommendations arising from the five-year review of NIPEC's Equality Scheme submitted to the Equality Commission NI at the end of March 2016.</p>	<p>During 2016/17</p>

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Abbreviations

ALBs	Arm's Length Bodies
BSO	Business Services Organisation
CNO	Chief Nursing Officer
CNMAC	Central Nursing and Midwifery Advisory Committee
DHSSPS	Department of Health, Social Services and Public Safety
ECG	Education Commissioning Group
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



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