



AN RIALTÓIR CÓGAISÍOCHTA
THE PHARMACY REGULATOR

Service Plan 2016

Approved by Council

3 December 2015

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1. Introduction

The Pharmaceutical Society of Ireland (PSI)'s Service Plan for 2016 is the fourth within the term of the current PSI Corporate Strategy for the period 2013-2017. Each year the Service Plan sets out the principal work plans and objectives of the organisation with expected budgetary expenditure for the calendar year.

Reflected in all of the activities in this Service Plan is the PSI's statutory role, namely the protection, maintenance and promotion of the health and safety of patients and the public.

The PSI carries out this statutory function by regulating pharmacists, pharmaceutical assistants and pharmacies, so as to assure the public of the competent, professional and ethical delivery of treatment and care from a pharmacy. In addition, the PSI may take action to improve the profession of pharmacy to benefit the public and to make best use of pharmacists' education and training. This Service Plan seeks to action each of those responsibilities, balancing and sharing its workload across each of its functional units, with the support of its Advisory Committees and other project groups.

The PSI has a duty to ensure that it carries out its regulatory role effectively, efficiently and responsively having regard to the social and sectoral landscape, healthcare delivery and patients' expectations. The nature of the PSI's work, as a regulator, requires the ongoing building and maintenance of standards and assurances, the continuity of actions to achieve that aim, and the need to innovate and respond to changes arising in the external environment.

This Service Plan has been developed through a process of consultation across the PSI, has been reviewed by PSI Advisory Committees and has been approved by the PSI Council. Regular review and reporting against the 'balanced scorecard' approach, set out in this plan, will be overseen by the Council and Advisory Committees, along with the Registrar. In conjunction, the PSI has a robust system of risk management that allows for the organisation to plan for and mitigate against those risks that may likely arise as it carries out its functions.

This Service Plan is prepared in compliance with the Pharmacy Act 2007 (Schedule 1, paragraph 22) and in line with the Code of Practice for the Governance of State Bodies, published by the Department of Finance. The plan is published on the PSI's website so that all stakeholders may be aware of the work plan of the PSI for the year 2016.

2. Overview

The Pharmacy Act 2007 provides for a modern and robust system of regulation of pharmacists and pharmacies in Ireland. The Act places very clear responsibilities upon the PSI in respect of its regulatory role and its involvement in the development of the pharmacy profession in the interests of patient safety. As set out in this Service Plan, a significant body of work is outlined for further development or completion in 2016 involving both key strategic requirements and operational functions.

Operational Objectives for 2016 to underpin the PSI'S Corporate Strategy 2013-2017

PSI Council 2016 - Major Policy Initiatives

The strategic objectives set out in this Service Plan for 2016, underpin the objectives identified in the Corporate Strategy 2013-2017:

- **Continue to review the Regulatory Processes as set down in the Pharmacy Act 2007-*“To meet our regulatory and other requirements, what business processes must we excel at?”***
 - a. **Ensuring Fair Registration Procedures**
 - Manage all applications for recognition and registration in line with applicable legislation and PSI policy and procedures
 - Conduct a user survey of a sample of recent registrants and stakeholders who have engaged with the recognition and registration procedures, to externally assess that fair registration procedures are being achieved.
 - b. **Delivering an Effective Compliance System**
 - Develop and implement a new inspection model in line with an approved inspection policy for routine pharmacy inspections so as to ensure that pharmacists and pharmacies are operating in compliance with all relevant medicines and pharmacy legislation
 - Continue to conduct disciplinary inquiries and review processes and procedures on an ongoing basis in compliance with the Pharmacy Act 2007, as well as seeking, with the Department of Health, to secure enhanced effectiveness through appropriate statutory amendments
 - Promote learning opportunities arising from the inspection and fitness to practise processes
 - Continue to manage disciplinary Inquiries in accordance with the Pharmacy Act 2007 and to process complaints and concerns efficiently and in accordance with fair procedures.
- **Continue to review Learning and Growth within the pharmacy profession-*“To achieve our vision, how will we sustain our ability, and that of the pharmacy profession, to change and improve?”***

a. Continuing to Facilitate Lifelong Learning

- Support and monitor the roll-out of the five-year integrated Master's degree programmes in pharmacy, including the on-site accreditation visit process
- Development of policy and guidelines to underpin the mandatory system of continuing professional development (CPD) for pharmacists, and particularly in preparation for the commencement of the portfolio review process.

b. Continuing to Assure High Standards of Patient Care and Good Pharmacy Practice

- Complete the guidance for pharmacists to facilitate compliance with the Regulation of Retail Pharmacy Businesses Regulations as made by the Minister for Health
- Develop and implement guidelines and information resources on good pharmacy practice issues to address medication and patient safety issues and to facilitate compliance with regulatory requirements
- Develop support structures for educational remediation initiatives.

c. Facilitating the Development of Pharmacy as a Profession in Ireland

- Support the roll-out of Department of Health (DOH) initiatives to enhance/expand the pharmacist's scope of practice through development of fit-for-purpose course specifications/standards, training requirements and relevant guidance for pharmacists
- To complete the Future Pharmacy Practice Project report which explores how pharmacy practice in Ireland can most valuably contribute to the health and wellbeing of patients in our evolving healthcare system and environment.

• Continue to review the PSI's Financial and Corporate Management-*"To implement sound financial management and corporate governance processes, what objectives must we achieve?"*

a. Ensuring the Delivery Capacity of the PSI

- Safeguard the assets and income of the PSI and ensure it is properly and adequately funded
- Manage the PSI's financials through timely and accurate monitoring, review and reporting of the PSI's financial performance
- Develop the 2017 budget in line with the strategic Corporate objectives of the PSI and ensure the PSI is adequately resourced to deliver on its objectives
- Manage the staff's performance management system including learning and development objectives in line with the Annual Service Plan and Corporate Strategy
- Review the Financial, Registration and ICT systems to identify areas for improvement and development.

a. Corporate Governance

- Complete an overall review of governance policies and procedures for the organisation and implement any changes arising, including training for all Council, Committee and staff

- Ensure compliance with the Code of Practice for the Governance of State Bodies and all relevant legislation, including Ethics in Public Office, Protected Disclosures, Data Protection and Freedom of Information
- Ensure there is a values based approach to governance which supports the PSI Corporate Governance Frameworks and ensure there is a focus on collective and individual responsibility, on personal behaviour and standards and on values in public office
- Develop a Customer Charter and Customer Action Plan for the PSI.

b. Risk Management

- Implement a new risk management policy for the organisation and oversee effective risk policies and procedures
- Ensure effective risk management and that it is integrated into the PSI's overall governance, strategy and planning, management, reporting processes, policies, values and culture.

- **Continue to engage with Customers and Stakeholders-*"To achieve our vision how should we relate to, and strengthen our relationship with our customers and stakeholders?"***

a. Engaging with Stakeholders

- Continue to develop vital stakeholder relationships so as to ensure the position and profile of the PSI, and the communication of key messages and initiatives
- Continue to engage with other health and regulatory agencies to promote issues of mutual interest and to improve the contribution of the pharmacy profession to assure patient safety. Make efficient and effective use of resources through contribution to and support of the Health and Social Care Regulators Forum
- Continue to engage proactively with the Department of Health in relation to securing enhanced effectiveness of the Pharmacy Act 2007, through appropriate statutory amendments.

b. Getting our Message Out

- Continue to implement the PSI's Communication strategy, approved by the Council in 2012
- Ensure a robust communications plan is integrated in all significant projects with wider impact on pharmacists, patients or other stakeholders
- Publish and circulate the new Patient Charter to inform patients of what they can expect in their interaction with a pharmacist or pharmacy and highlight the role of pharmacists as medicines experts and empower patients to actively look after their own health
- Review and update the PSI website and newsletter so that they are sufficiently accessible and fit for purpose communication tools.

New activities and statutory functions

In the summer of 2015, the PSI was given responsibility for the implementation of a new regulatory system arising out of the transposition of the Falsified Medicines Directive (2011/62/EU) into Irish law. Online suppliers of non-prescription medicines must apply to the

PSI to be placed on a publically available list and the PSI must oversee compliance with particular standards, including that those supplier websites display the agreed EU 'common logo'. In addition, the PSI's responsibility to generate public awareness about this new system is ongoing. From January 2016, the PSI is also obliged to manage and implement changes in line with the EU Recognition of Professional Qualifications Directive (2013/55/EC). This requires some statutory rule changes as well as the adaption of current operational procedures relating to the recognition of pharmacist qualifications and registration.

Across each of its operational units the PSI seeks to engage with counterparts in regulation, healthcare and other agencies so as to ensure consultation, shared learning, resource and cost efficiencies. Conducting public consultations in relation to much of our work is an intrinsic part of our communication strategy. There are several consultation opportunities and other awareness campaigns planned for 2016.

Operational Objectives for 2016

The PSI's activities in 2016 are aligned to the Council's strategic objectives as set out in the PSI's Corporate Strategy 2013-2017.

The PSI must continue to:

- Ensure that it operates fair, transparent and efficient registration procedures for all registrants and robustly maintain the statutory registers,
- Evaluate for accreditation purposes programmes of education leading to qualifications appropriate for practice as a pharmacist in the State,
- Oversee the effective implementation of the mandatory system of continuing professional development (CPD) for pharmacists,
- Ensure that it effectively and fairly performs its statutory role in conducting inspections, investigations and in taking enforcement actions where necessary,
- Manage the statutory complaints procedure and its continued operation in accordance with the law, natural justice and fair procedures,
- Promote good practice standards in the pharmacy profession and learning from inspection findings and the complaints process,
- Comply with its statutory obligations and best practice standards in the governance of public bodies,
- Operate a prudent financial policy and manage all PSI resources effectively, efficiently and cost-effectively to ensure that the PSI's statutory functions are performed, and

- Effectively communicate and engage with the public and the pharmacy profession, as well as with Government, healthcare organisations and regulators and other stakeholders.

In conclusion, the PSI has, to date, achieved significant progress on the Council's objectives set out in the Corporate Strategy 2013 to 2017 and this Service Plan is the next major step in advancing the organisation's strategic objectives.

2. Financial Position 2016

Strategic Direction

The PSI will continue to operate in a prudent manner to ensure its resources are fully and properly utilised to meet its statutory objectives and to enhance the pharmacy profession in Ireland. It will continue to implement the measures detailed in the Corporate Strategy 2013-2017 and adhere to Government policies for the health and regulation sector.

The organisation will continue to manage its resources carefully and will ensure it has the funding and reserves available to meet its expenditure commitments. Reserve funds will also be managed and invested appropriately to ensure that future liabilities are funded as they arise.

Operational Expenditure Plan 2016

The 5% reduction in registration fees implemented in September 2014 affects the 2016 budgeted income for a full financial year and coupled with increased costs in a number of areas and the continued roll out of development projects have placed increased pressure on the PSI to control and manage costs.

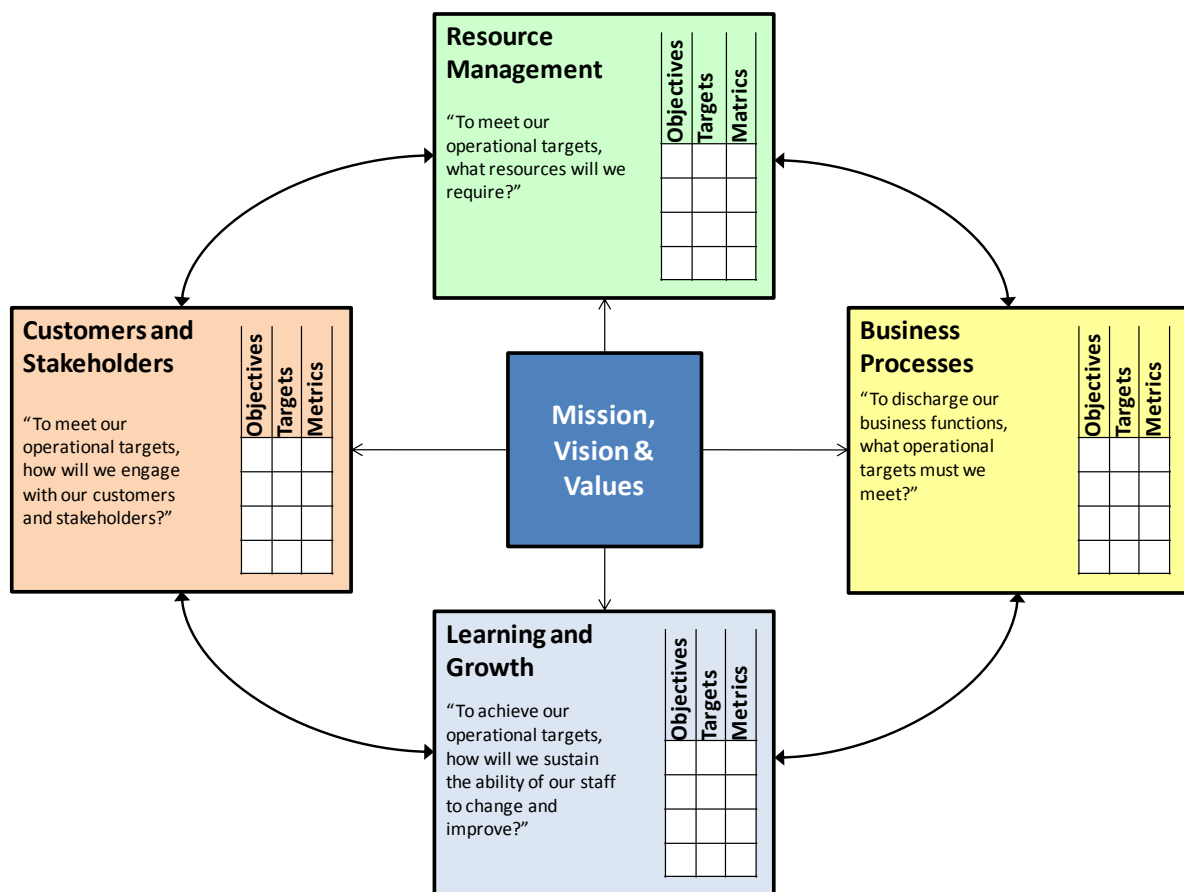
Details of the proposed expenditure are outlined in the Service Plan. The 2016 Service Plan includes a budget drafted on the following basis:

- Organisation operational plan for 2016, as outlined in Service Plan
- A number of development programmes outlined in the Service Plan based on the Corporate Strategy 2013 – 2017
- Full year effect of additional approved staff recruited in 2015
- Cost of additional staff recruitment planned for early 2016
- Implementation of New Inspection Model
- Further development of the system of Performance Management and Development for all staff in the organisation and further development of the internal HR function
- Implementation of a new performance reporting system
- Continued rollout and development of the Irish Institute of Pharmacy with additional funding required for 2016
- Implementation of the Corporate Procurement Plan with annual procurement activity mapped out for 2016.

The total operational expenditure for 2016 is budgeted at €7.260m and an operational deficit of €0.048m is budgeted.

3. 2016 Operational Plans by Service Area/Unit

To measure its operational performance in 2016, the PSI is using a Balanced Scorecard which sets out our key objectives, targets and timescales over four quadrants, representing the main areas of the PSI's operational focus: its main business processes; its plans for learning and growth within the organisation; its relationship with its customers and stakeholders; and its arrangements for resource management and governance. Use of the scorecard – which mirrors that used at a strategic level and set out in our Corporate Strategy – provides both the PSI and its external stakeholders with a clear and straightforward mechanism for measuring our performance in the areas which are of greatest importance.



The operational objectives to be addressed by each of the PSI's organisational units have been grouped within the four quadrants (depicted above), with a short series of targeted actions identified against each objective, alongside clear timescales and performance metrics, in order to facilitate on-going monitoring of progress and measurement of the performance of each unit

PSI Office of the Registrar

Scorecard Objectives, Actions, Targets / Metrics

OFFICE OF THE REGISTRAR			
2016 Operational Objective	Actions	Target	Metrics
Regulatory Processes			
1. Ensure that PSI complies with legislative requirements and applies best practice in the governance of public bodies	In conjunction with the Corporate Governance and Public Affairs Unit: <ul style="list-style-type: none"> Implement the recommendations from the External Governance Review of the PSI carried out in 2014 Ensure compliance with legislative requirements eg Protected Disclosure, Freedom of Information, Data Protection etc 	Ongoing	Recommendations implemented and reports to Council on ongoing compliance with governance legislative requirements.
2. Ensure that the PSI has an effective risk management system and that risk management is embedded into the organisation	In conjunction with the Corporate Governance and Public Affairs Unit: <ul style="list-style-type: none"> Implement the recommendations from the external review of the 	Q1 Ongoing	Report to Council

OFFICE OF THE REGISTRAR			
2016 Operational Objective	Actions	Target	Metrics
	effectiveness of the risk management framework <ul style="list-style-type: none"> Ensure that the Executive, Council, and Committees of Council comply with the risk management policy and guidelines approved by Council 		
3. Ensure implementation of part 4 of the PSI Council Rules, S.I. No. 492 of 2008 (as amended) regarding the election of a President and Vice-President of the PSI Council	<ul style="list-style-type: none"> Appointment of presiding officer and alternate presiding officer at the last meeting of Council prior to the 22 of May Organise election of President and Vice-President in line with the PSI Council rules S.I. No. 492 of 2008 as amended as soon as practicable after the 22 of May 2016 Following the election, inform the Minister for Health of the outcome and publish the results on the website 	<ul style="list-style-type: none"> Conduct election of President and Vice-President in June Notify Minister for Health and publish outcome on the website 	<ul style="list-style-type: none"> President and Vice-President appointed in line with the procedures set down in the Council rules S.I. No. 492 of 2008 (as amended).

OFFICE OF THE REGISTRAR			
2016 Operational Objective	Actions	Target	Metrics
4. Ensure that policy, professional, technical and administrative support is provided to the Council and Chairpersons Committee in the performance of their functions	<ul style="list-style-type: none"> • Ensure the effective management and organisation of all Council and Chairpersons Committees meetings • Engage with Department of Health to ensure that vacancies on Council are filled 	<ul style="list-style-type: none"> • 6 Council meetings to be held in 2016 and Chairpersons meetings as appropriate • Organise additional meetings as required. • Engage with DoH to ensure that any Council vacancies arising are filled 	<ul style="list-style-type: none"> • Meetings of Council and Chairpersons Committee organised. • Vacancies on Council filled. • Vacancies on Advisory Committees filled.
5. Ensure implementation of the PSI Council Rules 2008, as amended, in relation to the management and administration of the Advisory Committees through the appointment of Committee members to PSI Advisory Committees and providing advice to functional Units	<ul style="list-style-type: none"> • Monitor the Terms of Office of all Advisory Committees • Prepare documentation for appointments for approval by Council. • Issue letters of appointment to co-opted members 	<ul style="list-style-type: none"> • Membership of Advisory Committees kept under regular review 	Review complete.
Learning and Growth			
1. Implement the PSI's Performance Management System	<ul style="list-style-type: none"> • Objectives set for all staff members • Mid-year performance Review • End of year performance review 	<ul style="list-style-type: none"> • Q1 • Q2 / early Q3 • Q4 	Performance objectives set and reviews undertaken.

OFFICE OF THE REGISTRAR

2016 Operational Objective	Actions	Target	Metrics
2. Ensure there is effective workforce and succession planning in place, along with appropriate plans for training and development of staff	<ul style="list-style-type: none"> As part of PSI's Performance Management System, ensure that an annual training and development needs analysis is completed by the HR consultant in conjunction with Unit Heads to identify training needs of staff throughout the organisation Review training needs with external HR consultant and develop organisational training and development plan 	<ul style="list-style-type: none"> Needs analysis and training plan developed Q4 	Training plan implemented.
3. Commission a review of the PSI's organisational structure	<ul style="list-style-type: none"> Undertake a mini-tender to seek external assistance undertake a review of the organisation to ensure the delivery capacity of the organisation Prepare additional business case to submit to DoH/DPER, if necessary, to ensure that appropriate staffing levels in organisation to deliver statutory functions. 	<ul style="list-style-type: none"> Review initiated Q2-Q3 Engagement with DoH/DPER to obtain approval for necessary staffing. 	<ul style="list-style-type: none"> Review completed and changes implemented. Business cases submitted.

OFFICE OF THE REGISTRAR			
2016 Operational Objective	Actions	Target	Metrics
4. Implement and prepare for implementation of new legislation impacting on functions of the PSI - <ul style="list-style-type: none"> • Update to the Recognition of Professional Qualifications regarding the recognition of pharmacist qualifications • Upcoming EU changes to Data Protection legislation 	Provide professional advice and input to Council on major pharmacy policy initiatives and on requirements of new legislation impacting on PSI's functions.	Implement changes by dates specified in legislation	Depending on requirements of new legislation, obtain policy approval from Council and keep Council updated as required.
5. Undertake a review of the role of the Chairpersons Committee to assess how they can streamline further the work of the Council	Review undertaken	Q1	Revised Terms of Reference presented to Council Q2.
Customers and Stakeholders			
1. Continue to build solid relationships with stakeholders and secure the presence of the PSI both at national and international level	Attend meetings both nationally and internationally	Attend meetings of: <ul style="list-style-type: none"> • Health and Social Care Regulators Forum • Council on Licensure, Enforcement and Regulations (CLEAR) • International Pharmaceutical Federation (FIP) • HealthCare Professionals Crossing Borders • EU institutions 	Quarterly report to Council

OFFICE OF THE REGISTRAR			
2016 Operational Objective	Actions	Target	Metrics
2. Continue to engage with other health agencies nationally and international to promote issues of mutual interest to improve the contribution of the pharmacy profession to assure patient safety	<ul style="list-style-type: none"> Develop memoranda of understanding with the following agencies: <ul style="list-style-type: none"> Health Service Executive General Pharmaceutical Council, GB Seek agreement on and oversee implementation of joint initiatives under existing memoranda of understanding with other statutory agencies eg Medical Council and HPRA. 	<p>Seek approval of memoranda of understanding with:</p> <ul style="list-style-type: none"> Health Service Executive by Q3 General Pharmaceutical Council by Q4 <p>Oversee implementation of joint initiatives with other statutory agencies, eg:</p> <ul style="list-style-type: none"> Joint prescribing and dispensing guidance with Medical Council and NMBI Joint public information on the safe use of medicines with HPRA. 	Quarterly report to Council
3. Engagement with the Department of Health and parliamentary committees to respond to parliamentary questions, requests for briefs and information	Prepare responses to parliamentary questions in a timely manner ensuring adequate input from relevant Units	Responses prepared in the timeframe provided	Responses issued to the Department of Health/committees and reported to Council
Financial and Corporate Management			

OFFICE OF THE REGISTRAR			
2016 Operational Objective	Actions	Target	Metrics
1. Effectively manage the risk register for the Unit in line with the PSI's risk management policy	<ul style="list-style-type: none"> • Regularly review and update the Unit's risk register • Escalate and report risks through the correct channels in line with the risk management policy • Ensure risks are brought to the attention of the Chairperson Committee and that risk management is a standing item on that Committee agenda 	Report on Unit risks in line with the PSI's risk management policy	Risk management is embedded within the Unit and Committee and risks are managed appropriately.
2. Keep under review the Unit's performance against the annual Service Plan	<ul style="list-style-type: none"> • Report on a weekly basis to the Senior management Team (SMT) on the Unit's performance • Report to Council/Committee on performance against the annual Service Plan using the balanced scorecard 	<ul style="list-style-type: none"> • Weekly reports to SMT • Quarterly reports to Council/Committee. 	Performance kept under continuous review and reports generated and presented on time.
3. Manage activities in the Office of the Registrar	<ul style="list-style-type: none"> • Review monthly reports from the Administration and Finance Unit • Report to SMT and Council on a quarterly basis on performance against budget 	2017 Financial Budget	1. Pay costs €230,000 2. Council fees €135,000 3. Operational Costs €76,000 4. Project Costs €40,000 Total Budget: €481,000

OFFICE OF THE REGISTRAR			
2016 Operational Objective	Actions	Target	Metrics
		Staff Complement	3 Staff plus project resources.

PSI Registration and Qualification Recognition Unit

Scorecard Objectives, Actions, Targets / Metrics

REGISTRATION AND QUALIFICATION RECOGNITION UNIT			
2016 Operational Objective	Actions	Target	Metrics
Regulatory Processes			
1. Manage applications for recognition and registration in line with applicable legislation and PSI policy and procedures	Process and conclude applications for recognition and/or registration in line with legislation, and PSI policy and procedures	All applications determined in accordance with legislative timelines	<i>Annualised forecast figures:</i> <u>First time registration:</u> <ul style="list-style-type: none"> • 145 - National Route • 165 - EU Route • 6 - Third Country Route <u>Cancellations from the Register</u> <ul style="list-style-type: none"> • 125 - Pharmacists • 30 - Pharmaceutical Assistants <u>Restorations to the Register</u> <ul style="list-style-type: none"> • 10 Pharmacists • 2 - Pharmaceutical Assistants <u>Administrative</u> <ul style="list-style-type: none"> • 50 - Certificates of Current Professional Status issued
2. Maintain and publish the personal Registers	<ul style="list-style-type: none"> • Amend the relevant Register subsequent to determination of an application for 	Ongoing action	Contemporaneous searchable on-line Registers.

REGISTRATION AND QUALIFICATION RECOGNITION UNIT

2016 Operational Objective	Actions	Target	Metrics
	<p>registration, continued registration, restoration or cancellation.</p> <ul style="list-style-type: none"> • In conjunction with ICT ensure the integrity and accuracy of the online Register in line with applicable legislation and PSI policy and procedures. • Publish a hard copy version of the Registers 	Q2 – Hard copy Register published	Publication of annual hard copy Register.
3. Operate the Third Country Qualification Recognition (TCQR) process	Process and conclude all applications	All applications processed in line with legislation and PSI policy and procedures	<p>Annualised forecast figures:</p> <ul style="list-style-type: none"> • Stage 1: x 12 • Stage 2: x 22 • Stage 3: x(includes applicants in process from 201x) x 66 • Stage 4:x 6
4. Review the operation of the Third Country Qualification Recognition process (TCQR)	<ul style="list-style-type: none"> • Review the operation of the TCQR processes. • Implement any necessary changes in accordance with legislative and policy parameters 	<ul style="list-style-type: none"> • Review operation of current process • Identify and implement changes required 	Updated process of TTCQR.

REGISTRATION AND QUALIFICATION RECOGNITION UNIT

2016 Operational Objective	Actions	Target	Metrics
5. Manage applications for continued registration by pharmacists and pharmaceutical assistants in accordance with legislative provisions	Progress all applications in line with legislation, PSI policy and procedures and legislative timelines	Individual registration records maintained reflective of registrant status	Annualised forecast figures: Applications for continued registration: <ul style="list-style-type: none"> • 5217 Pharmacists • 418 Pharmaceutical Assistants
6. Partner in the development of a system of reporting on mandatory continuing professional development (CPD) engagement of pharmacists	In conjunction with the PD&L and ICT units develop progress the development of policy, procedures and ICT support systems to discern mandatory engagement in CPD	Pilot system of PSI audit of engagement with CPD	Validation system of reporting of engagement with CPD by all registered pharmacists at the point of Continued Registration
7. Manage individual registrants in circumstances where specific undertakings/conditions are attached to their registration	Monitor adherence to undertakings and conditions attached to registration	Ongoing	Reports to SMT, Committee and Council.
8. Manage and develop systems and processes necessary to implement legislative and policy changes arising from the requirements of the amended Professional Qualification Directive, and EPC	<ul style="list-style-type: none"> • Analysis of requirements from a technical, procedural and resource perspective • Revised processes, procedures and guidance developed 	Revised EU recognition and registration procedures	New Service - Under review.
9. Manage and operate the systems of utilisation of the European Professional Card	<ul style="list-style-type: none"> • Ensure access to IMI tool through the PSI website • Revised recognition procedures for 	<ul style="list-style-type: none"> • Revised EU recognition and registration procedures 	<ul style="list-style-type: none"> • The number of home EPC applications processed.

REGISTRATION AND QUALIFICATION RECOGNITION UNIT			
2016 Operational Objective	Actions	Target	Metrics
	applicants who choose to use the EPC mechanism of recognition	<ul style="list-style-type: none"> All applications processed in in line with legislation and PSI policy and procedures 	<ul style="list-style-type: none"> The number of host state EPC applications processed.
10. Continue to progress the requirements of Section 30 of the Pharmacy Act 2007 as it pertains to registered Pharmaceutical Assistants'	Engagement with stakeholders, development of policy position and SI for Council	<ul style="list-style-type: none"> Drafting of Statutory Rules. Management of Consultation process Q2 Submission of the rules to the DoH for ministerial approval and signature Q3 	Statutory Rules produced under Section 30 of the Act.
Learning and Growth			
1. Continue to implement the PSI's Performance Management System	<ul style="list-style-type: none"> Objectives set for direct reports Mid-year performance Review End of year performance review 	<ul style="list-style-type: none"> Q1 Q2 Q4 	Performance objectives set and reviews undertaken.
2. To identify training and development requirements for all staff within the Unit	Ascertain training needs of staff, identify resources and delivery sources	Identified training needs addressed	Complete Q4.
3. Liaise with regulators in relation to evidence based best practice and consider issues arising	Consult and engage with counterparts in equivalent organisations Continue to meet and attend at conferences, workshops and meetings, as appropriate	Ongoing liaison with appropriate contacts	Reports to SMT as appropriate.

REGISTRATION AND QUALIFICATION RECOGNITION UNIT			
2016 Operational Objective	Actions	Target	Metrics
Customers and Stakeholders			
1. To promote the use of online – based registration activities by registrants	In conjunction with the ICT Unit, ensure online options are accessible, secure, relevant and easy to use	<ul style="list-style-type: none"> Continued focus on online continued registration through partnering with ICT Cease issuing hard copy registration forms to pharmacist and pharmaceutical assistants 	Over 95 % adoption of online continued registration by Pharmacists and Pharmaceutical Assistants by end Q4 2016.
2. Participate and engage with the Department of Health, other regulatory agencies, and the Healthcare Professionals Crossing Borders initiative on the ongoing implementation of the amended Directive on Recognition of Professional Qualifications	Engagement as appropriate in the review , development and implementation of legislative, procedural and technological changes to facilitate the implementation of the revised PQD	<ul style="list-style-type: none"> Participation nationally and internationally in all relevant actions and events Attendance at conferences and meetings nationally and at EU level 	Report to SMT and Council as appropriate.
3. Continue to progress the requirements of the Pharmacy Act 2007 as it pertains to registered Pharmaceutical Assistants', and Corporate Strategy 2013-2017 as it pertains to Pharmaceutical Technicians	<ul style="list-style-type: none"> Ongoing engagement with stakeholders the Council policy position 	Engagement with all stakeholders	Reports to SMT, Committee and Council as appropriate.

REGISTRATION AND QUALIFICATION RECOGNITION UNIT			
2016 Operational Objective	Actions	Target	Metrics
4. Survey of registrants and stakeholders engaging with the recognition and registration procedures to ensure the delivery on fair registration procedures commitment in the Council objectives document	<ul style="list-style-type: none"> User survey to be carried out subsequent to introduction of new procedures and processes to assist in evaluation and quality improvement of same 	Q4	Reports to SMT, Committee and Council as appropriate Ongoing revision of processes and procedures.
5. To answer queries in respect of registration	Answer queries within 3 working days	Completed / recorded queries	Circa 200 written and telephone queries answered per month.
Financial and Corporate Management			
1. Effectively manage the risk register for the Unit in line with the PSI's risk management policy	<ul style="list-style-type: none"> Regularly review and update the Unit's risk register Escalate and report risks through the correct channels in line with the risk management policy Ensure risks are brought to the attention of the RQR Committee and that risk management is a standing item on that Committee agenda 	Report on Unit risks in line with the PSI's risk management policy	Risk management is embedded within the Unit and Committee and risks are managed appropriately.

REGISTRATION AND QUALIFICATION RECOGNITION UNIT			
2016 Operational Objective	Actions	Target	Metrics
2. Keep under review the Unit's performance against the annual Service Plan	<ul style="list-style-type: none"> Report on a weekly basis to the SMT on the Unit's performance Report to Committee and Council on performance against the annual Service Plan using the balanced scorecard 	<ul style="list-style-type: none"> Weekly reports to SMT Quarterly reports to Committee and Council 	Performance kept under continuous review and reports generated and presented on time.
3. To manage activities in the Registration and Qualification Recognition Unit within allocated budget	Manage resources	2016 Financial budget	Pay Costs €245,000 Project and operational costs €65,000 Total Budget for unit €310,000
		Staff complement	3 Staff + Project resources

PSI Professional Development and Learning Unit Scorecard Objectives, Actions, Targets / Metrics

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT			
2016 Operational Objective	Actions	Target	Metrics
Regulatory Processes			
1. Manage the ongoing accreditation process for the new 5-year degree programmes to be delivered by the schools of pharmacy in RCSI, TCD and UCC	<ul style="list-style-type: none"> Conduct on-site visits for each School of Pharmacy's new 5-year integrated degree Coordinate the compilation of reports by the accreditation team in conjunction with the Chair and Rapporteur 	Q1 Q3	<ul style="list-style-type: none"> On-site visits completed. Reports (full and summary) approved by Council.
2. Oversee the statutory annual reporting function of the HEIs on the PSI-accredited degree programmes	<ul style="list-style-type: none"> Carry out a quality review of the statutory annual reporting process Engage with HEIs on 2014-15 reporting requirements Appoint review panel and oversee reporting process 	Q1 Q1 Q2	<ul style="list-style-type: none"> Annual reports received and noted by the Professional Development and Learning Committee (PD&L)

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT

2016 Operational Objective	Actions	Target	Metrics
3. Develop policy and guidelines to underpin the Pharmaceutical Society of Ireland (Education and Training) (Integrated Course) Rules 2014 and the Accreditation Standards for the Five-Year Fully-Integrated Master's Degree Programme in Pharmacy	<ul style="list-style-type: none"> Develop schedule for development of policy and guidelines Engage with stakeholders, including HEIs, on policy and guideline development as appropriate 	<ul style="list-style-type: none"> Schedule in place – Q1 Stakeholder engagement concluded and inputs recorded – ongoing 	<p>Prioritised policy and guidelines approved by the</p> <p>PD&L Committee.</p>
4. Manage the process to seed-fund the Affiliation for Pharmacy Practice Experiential Learning (APPEL)	<ul style="list-style-type: none"> Process in place to manage seed-funding arrangement Monitor progress and payment for the development of the IT placement matching system and e-learning platform for tutors Design of process to seed-fund the tutor training and development programme Monitor progress and payment of the tutor training and development programme 	<p>Q1</p> <p>As per the agreed timelines</p> <p>Q2</p> <p>As per the agreed timelines</p>	<ul style="list-style-type: none"> IT placement matching system developed. Programme for tutor training developed.

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT			
2016 Operational Objective	Actions	Target	Metrics
5. Conduct a national survey to review the experiential learning components of the pharmacist qualification	<ul style="list-style-type: none"> • Conduct research and devise an appropriate survey instrument • Conduct training survey and analyse results • Report on feedback • Proposal for implementation of any required improvements 	<ul style="list-style-type: none"> • Q2 • Q3 • Q4 • Q4 	<p>Survey analysis reported to the PD&L Committee.</p> <p>Quality improvement implementation plan approved by PD&L Committee.</p>
6. Manage and develop relevant policies and processes necessary to implement legislative and policy changes arising from the requirements of the amended Professional Qualification Directive	<ul style="list-style-type: none"> • Identify policy and process changes required • Development of new policy • Design and implementation of new processes 	Q4	New policies and processes in place and operational for student applications through RCSI's CAASP system in Q4.
7. Oversee and monitor the delivery and operation of the National Pharmacy Internship Programme (NPIP)	<ul style="list-style-type: none"> • Hold bi-annual meetings with service provider 	Q2 & Q4	<ul style="list-style-type: none"> • Statutory and contractual reports submitted in a timely manner by RCSI as service provider.

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT			
2016 Operational Objective	Actions	Target	Metrics
8.	<ul style="list-style-type: none"> Monitor delivery and uptake of tutor training programme in line with PSI training requirements Monitor the operation of the central matching and selection database for student placements (NPIP Central Application and Selection Process – CAASP) 	<ul style="list-style-type: none"> Q3 Ongoing 	<ul style="list-style-type: none"> PSI approval of NPIP-related documents (i.e. Marks and Standards, General Issues for PRE) Training completed by all tutor pharmacists for the 2015-2016 and 2016-2017 NPIP Progress updates from RCSI on CAASP operations in relation to 2016 student intake.
9. Ensure the effective operation of the statutory rules and the arrangements with RCSI relating to education and training, including the operation of all appeals processes	Processing and approval of all applications for the National Pharmacy Internship Programme (NPIP) (including changes of tutor and placement), i.e. in-service practical training programme and the Professional Registration Examination (PRE), in line with legislation and PSI policy and procedures	Monthly	Application and training establishment approval process carried out for pharmacy interns: <ul style="list-style-type: none"> PRE May 2016: TBC candidates. PRE October 2016 - c. 166 candidates. NPIP 2016-17: up to 160 applications in summer 2016.

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT

2016 Operational Objective	Actions	Target	Metrics
10. Ensure the effective implementation of the statutory instrument underpinning mandatory CPD, including the development of all statutory guidelines	<ul style="list-style-type: none"> Develop project plan and schedule for development of statutory guidelines Engage with stakeholders, including the Irish Institute of Pharmacy (IIOF) on guideline development as appropriate Development of sampling extract from Register with ICT Unit Monitor outcome of pilot of ePortfolio Review process by the IIOF Monitor development by IIOF of Practice Review pilot process 	<p>Q1</p> <p>Ongoing</p> <p>Q1</p> <p>Q2</p> <p>Q2</p>	<p>Schedule in place.</p> <p>Stakeholder engagement concluded and inputs recorded.</p> <p>Sampling methodology incorporated into PSI's pharmacist database for 5-yearly portfolio reviews</p> <p>Pilot process report presented to PD&L Committee and Council.</p> <p>Proposal presented to PD&L Committee for approval.</p>
11. Review of outsourcing arrangement and elements of CPD model in relation to the IIOF	<ul style="list-style-type: none"> Design review process Engage external expertise to conduct review Oversee development of report 	<p>Q1</p> <p>Q2</p> <p>Q3</p>	<p>Review process agreed by PD&L Ctee.</p> <p>Reviewer appointed following procurement process.</p> <p>Report presented to Council for approval.</p>

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT			
2016 Operational Objective	Actions	Target	Metrics
12. Review the interim generic accreditation standards for formal CPD programmes to revise and update as appropriate in line with developments in best practice	<ul style="list-style-type: none"> • Carry out a review and benchmarking exercise with regard to international best practice and implementation experience • Conduct a public consultation on the revised standards • Prepare final version of standards based on public consultation comments 	<p>Q1</p> <p>Q2</p> <p>Q3 (July)</p>	Approval of revised accreditation standards by the PSI Council.
13. Develop CPD programme specifications to underpin new policy initiatives for pharmacy	<ul style="list-style-type: none"> • Carry out review of best practice and international benchmarking for specified policy areas • Undertake targeted consultation for the newly developed programme standards and specifications 	Ongoing	CPD Programme Specifications approved by Council.

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT

2016 Operational Objective	Actions	Target	Metrics
14. Manage and oversee the effective operation of the contractual arrangements for the IIOp, including the roll-out of Council's model of continuing professional development (CPD).	<ul style="list-style-type: none"> Monitor and assess progress against the contract and the Annual Work Programmes 2016 Prepare and submit quarterly reports on the implementation and delivery of IIOp to Council Monitor commissioning, accreditation and delivery of CPD programmes Collaborate with IIOp on development of service delivery plans for 2017 	<ul style="list-style-type: none"> Engage in project management meetings via the IIOp Implementation Group Quarterly Quarterly Q3-4 	<ul style="list-style-type: none"> IIOp Implementation Group meeting with the IIOp as required. Quarterly reports to Council. PD&L Committee oversight of CPD accreditation reports Council approval of 2017 Annual Work Programmes (PSI and DOH-funded programmes)

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT

2016 Operational Objective	Actions	Target	Metrics
15. Coordinate the piloting and implementation of outline guidelines and principles to frame educational remediation, including performance assessment, in the context of Part 6 of the Pharmacy Act 2007	<ul style="list-style-type: none"> Finalise outline guidelines and principles Engage relevant external expertise to advise on the piloting and implementation of guidelines Selection of suitable assessors and case workers Development and delivery of training programme for assessors and case workers 	<p>Q1</p> <p>Q1</p> <p>Q2</p> <p>Q3/4</p>	<ul style="list-style-type: none"> Outline guidelines for educational remediation, including performance assessment, approved by Council. Pilot programme specification and timeline approved by Council. Selection process for assessors carried out. Training programme developed and delivered.

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT			
2016 Operational Objective	Actions	Target	Metrics
16. Progress the evaluation of pharmacy technician education and training programmes in Ireland	<ul style="list-style-type: none"> Drafting of Terms of Reference for Project Group and approval by Council Formation of Project Group to identify desired shared key generic and personal qualities and learning outcomes for future Pharmacy Technician programmes 	<p>Q2</p> <p>Q4</p>	<ul style="list-style-type: none"> Approval of Terms of Reference. Proposal for Council on desired shared learning outcomes for future Pharmacy Technician programmes.
17. Placing of the Pharmaceutical Assistant qualification on the National Framework of Qualifications (NFQ)	<ul style="list-style-type: none"> Evaluation of evidence base Conclude compilation of dossier 	<p>Q2</p> <p>Q3</p>	Council proposal developed for a QQI application to place qualification on the NFQ.
Learning and Growth			
1. Review and progress the development of staff in the Unit in line with the strategic development of the organisation and the performance management system	Review staff needs in conjunction with external HR consultant to identify the development and training needs	Development and training needs analysis completed in conjunction with HR expertise by Q3 2016	Twice yearly reviews carried out with staff.

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT			
2016 Operational Objective	Actions	Target	Metrics
2. Implement the PSI's Performance Management System	<ul style="list-style-type: none"> Objectives set for direct reports. Mid-year performance Review. End of year performance review 	<ul style="list-style-type: none"> Q1 Q2 Q4 	Performance objectives set and reviews undertaken.
3. Strengthen relationships with healthcare regulators and educators at national and international levels	Facilitate attendance at relevant events, including conferences, seminars and workshops.	Effective network of working relationships in place to assure international referencing of good practice	Participation by staff in at least one major event and associated implementation plan for quality enhancement.
4. Develop content for a 'Return- to- Practice' programme for pharmacists	<ul style="list-style-type: none"> Establish project plan Identify modules Develop content with external expertise, as required Partner with IIOp on course development and delivery 	Q4	Online modular course available from IIOp for pharmacists
Customers and Stakeholders			
1. Develop a programme of engagement with schools of pharmacy for PSI engagement with all pharmacy students across five years of the pharmacist qualification (Bachelor and Master's degree programmes)	<ul style="list-style-type: none"> Co-ordinate the planning of lectures/talks to each year cohort in each School of Pharmacy Oversee content of presentations in 	Q1 and Q4	PSI presentations made to each year cohort in each of the schools of pharmacy

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT

2016 Operational Objective	Actions	Target	Metrics
	conjunction with the Corporate Governance and Public Affairs Unit and PSI lecturer		
2. Oversee and monitor the roll-out of the five-year fully integrated degree in pharmacy	<ul style="list-style-type: none"> Regular meetings with the HEIs Regular engagement with the DoH and the HSE regarding implementation of clinical support structures 	<ul style="list-style-type: none"> Meetings as required of the Five-Year Programme Implementation Steering Group Targeted updates with DoH and HSE 	<ul style="list-style-type: none"> Meetings held of Five-Year Programme Implementation Steering Group. Quarterly reports to Council
2. Develop and initiate a communication plan to target those graduates from a PSI-accredited degree programme in pharmacy who have yet to undertake the National Pharmacy Internship Programme in view of its conclusion in the 2018-2019 academic year	<ul style="list-style-type: none"> Identification and listing of all eligible pharmacy graduates 3-year communication plan developed Media campaign initiated 	<ul style="list-style-type: none"> Q1 Q2 Q3 	<ul style="list-style-type: none"> First round of written communication issued to all known eligible graduates Publications in relevant media as per strategy
3. Carry out a public consultation on accreditation standards for formal CPD programmes	Development of a public consultation on the revised accreditation standards for formal CPD programmes	Q3	Council approval of the generic accreditation standards for formal CPD programmes.

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT			
2016 Operational Objective	Actions	Target	Metrics
4. IPL Conference follow-up: engagement with key stakeholders on conference report and next steps	<ul style="list-style-type: none"> Continuing collaborative partnership with health and social care regulators to further the IPL agenda in Ireland Launch of the Conference report Engagement with DOH and HSE 	<p>Ongoing</p> <p>Q1</p> <p>Ongoing</p>	<p>Conference report launched</p> <p>Engagement plan agreed by partner organisations</p>
Financial and Corporate Management			
1. Project management and oversight of the Irish Institute of Pharmacy's operations and expenditure	Contractual and budgetary oversight	Implementation plan and budget on target	Quarterly reports to Council on progress.
2. Effectively manage the risk register for the Unit in line with the PSI's risk management policy	<ul style="list-style-type: none"> Regularly review and update the Unit's risk register Escalate and report risks through the correct channels in line with the risk 	Report on Unit risks in line with the PSI's risk management policy	Risk management is embedded within the Unit and the Committee and risks are managed appropriately.

PROFESSIONAL DEVELOPMENT AND LEARNING UNIT			
2016 Operational Objective	Actions	Target	Metrics
3. Keep under review the Unit's performance against the annual Service Plan	<p>management policy and guidelines</p> <ul style="list-style-type: none"> • Ensure risks are brought to the attention of the Inspection and Enforcement and that risk management is a standing item on that Committee agenda • Report on a weekly basis to the SMT on the Unit's performance • Report to Council/Committee on performance against the annual Service Plan using the balanced scorecard. 	<p>Weekly reports to SMT</p> <p>Quarterly reports to Council/Committee</p>	Performance kept under continuous review and reports generated and presented on time.
4. Manage activities in the Professional Development and Learning Unit within the allocated budget	Manage resources	2016 Financial budget	Pay costs €353,000 IloP Costs €1,290,000 Project costs and Operational costs €147,000 Total Budget for unit €1,790,000
			Staff complement: 5 staff

PSI Pharmacy Practice Development Unit

Scorecard Objectives, Actions, Targets / Metrics

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
Regulatory Processes			
Continuing to Assure High Standards of Patient Care and Good Pharmacy Practice			
1. Further develop guidance to facilitate compliance with the Regulation of Retail Pharmacy Businesses Regulations 2008	<ul style="list-style-type: none"> • Consultation on draft guidelines in relation to Recordkeeping (reg 12) • Consultation on reg 10 guidelines • Research on and development of draft guidelines in relation to 	<ul style="list-style-type: none"> • Consultation on guidelines Q1 • Finalised guideline Q2 • Consultation on guidelines Q2F • Finalised guideline Q3 • Research and development on draft guidelines Q2 • Draft Guidelines Q3 	<ul style="list-style-type: none"> • Consultation complete Q1. • Finalised guideline Q2. • Consultation complete Q1. • Finalised guideline Q2. • Research and development complete. • Guidelines drafted.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<p>Management and Supervision (reg 5(1-3))</p> <ul style="list-style-type: none"> • Review implementation of guidance on the safe supply of non-prescription medicines containing codeine 	<ul style="list-style-type: none"> • Consultation on guideline Q4 • Continue to engage with relevant stakeholders Q1/Q2 Publish concise report Q3 	<ul style="list-style-type: none"> • Consultation complete. • Report complete and follow-up in place.
2. Develop and implement guidelines and information resources on good pharmacy practice issues to address medication and patient safety issues and to facilitate compliance with regulatory requirements	<ul style="list-style-type: none"> • In partnership with the Fitness to Practice (FtP) and Legal Affairs Unit develop learning for pharmacists from the fitness to practice process • Guidance and information on new legislation or regulatory requirements 	<ul style="list-style-type: none"> • Draft document Q2 Ongoing interaction with FTLA Unit to review complaints with a view to disseminating learning to the profession • Guidance developed and issued on key issues arising. • Engage with other regulators on joint issues 	<ul style="list-style-type: none"> • 2 learnings published. • Guidelines complete and published. • Issues identified and communicated.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<p>e.g. reclassified non-prescription medicines</p> <ul style="list-style-type: none"> • In addition to guidance to evaluate other mechanisms to address emerging medication or patient safety issues e.g. education or training, joint initiatives with other stakeholders • Joint guidance with Medical Council on safe prescribing and safe dispensing 	<ul style="list-style-type: none"> • Contribute to the work plan for the IloP on issues identified for training • Joint working group meetings and scoping Q1/Q2. • Research and development on draft guidelines Q2 • Draft Guidelines Q3 • Consultation on guideline Q4 	<ul style="list-style-type: none"> • Joint initiatives agreed and response issued. • Working group established and meetings attended. • Research and development complete and scope of guidance agreed. • Draft guidelines complete. • Consultation complete.
3. Hospital Pharmacy	<ul style="list-style-type: none"> • Convene an internal working group on hospital pharmacy 	<ul style="list-style-type: none"> • Internal working group convened Q1 	<ul style="list-style-type: none"> • Internal working group convened.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> • Scoping of regulatory requirements with DoH • Map regulatory requirements for hospital pharmacy to requirements for retail pharmacy businesses for hospital pharmacy to requirements for retail pharmacy businesses 	<ul style="list-style-type: none"> • Q2 • Q3 	<ul style="list-style-type: none"> • Scoping of regulatory requirements complete. • Regulatory requirements for hospital pharmacy to requirements for retail pharmacy businesses mapped.
4. Conduct review of the Code of Conduct for Pharmacists.	Initiate review of code of conduct for pharmacists	<ul style="list-style-type: none"> • Scoping of review Q3 • Review commenced Q4 	<ul style="list-style-type: none"> • Scoping completed. • Review commenced.
Facilitating the Development of Pharmacy as a Profession in Ireland			
5. Future Pharmacy Practice Project	Produce the final report on future pharmacy practice project	<ul style="list-style-type: none"> • Project report for PPD committee and Council review Q1 • Finalised report published and disseminated Q2 	<ul style="list-style-type: none"> • Report presented by steering group to PPD Committee and Council. • Project report reviewed and commented by PPD Committee and Council.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
		<ul style="list-style-type: none"> • Agree follow-up to report with communication and engagement plan Q2&Q3 	<ul style="list-style-type: none"> • Communications plan and engagement agreed and implemented.
6. Support developments in expansion of role of pharmacists in delivery of integrated interdisciplinary health services to high standards of patient care and safety	<ul style="list-style-type: none"> • Guidelines lines on emergency medicine legislation • Input into the development of the accreditation standards and learning outcomes for training on emergency medicines • Input into the development of the accreditation standards and learning outcomes for vaccines 	<p>Support PD&L unit in developing standards/learning outcomes Q1/Q2/Q3</p> <ul style="list-style-type: none"> • Input on accreditation standards/learning outcomes Q1 • Research and development on draft guidelines Q1/Q2 • Consultation on guideline Q2 and publishing Q3 • Establish an implementation group with PSI and IloP 	<p>PPD input to learning outcomes complete.</p> <ul style="list-style-type: none"> • PPD input to learning outcomes complete. • Draft guidelines complete. • Consultation complete. • Final guidelines agreed and complete. • Group established and meetings held and project plan agreed and implemented.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Guidelines on additional vaccines Work with IloP on supporting development Carry out an evaluation of the 2015/2016 seasonal influenza vaccination services as carried out in pharmacies 	<ul style="list-style-type: none"> Research and development on draft guidelines Q1/Q2 Targeted consultation on guideline Q1/Q2 and publishing Q3 Evaluation report finalised Q1 	<ul style="list-style-type: none"> Draft guidelines complete. Targeted Consultation complete. Final guidelines agreed and complete. Evaluation published.
7. Initiate a strategic review of Pharmacy Practice Development (PPD) functions to follow on completion of current workstream	<ul style="list-style-type: none"> Scoping of PPD functions Review of PSI requirements for PPD functions 	<p>Q2</p> <p>Q3</p>	<ul style="list-style-type: none"> Scoping of PPD functions complete. Review of PSI requirements complete.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> • Proposal for new workstream 	Q4	<ul style="list-style-type: none"> • Proposal complete.
Learning and Growth			
1. Engage with IOP through established structures for pharmacy practice development issues arising	Engage with IOP	Q1-Q4	Positive engagement and structured outputs.
2. Build on relationships with other regulators and agencies with a view to sharing best practice and learning	Facilitate staff attendance at appropriate events, including conferences, seminars and workshops	Ongoing	Ongoing.
3. Implement the PSI's Performance Management System	<ul style="list-style-type: none"> • Objectives set for direct reports. • Mid-year performance Review • End of year performance review 	<ul style="list-style-type: none"> • Q1 • Q2 • Q4 	Performance objectives set and reviews undertaken.
4. Review and progress the development of staff in the Unit in line with the strategic development of the organisation and the performance management system	Review staff needs in conjunction with external HR consultant to identify the development and training needs.	Development and training needs analysis completed in conjunction with external HR consultant by Q3 2015	Twice yearly reviews carried out with staff.
Customers and Stakeholders			
1. Participate and engage in national and European committees and working	Participate in, attend meetings and contribute to work programmes of committees	Attend meetings and integrate into work programmes	Meetings attended – reporting as necessary to SMT and Council.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
groups in relation to pharmacy practice and healthcare issues	nationally and internationally related to pharmacy and healthcare		
2. Continue to collaborate with Department of Health on pharmacy and medicines legislation matters	Collaborate on pharmacy and medicines legislation	Q1-Q4 provide support as needed	Meetings attended, collaboration in place.
3. Improve and streamline communication with the profession in conjunction with the Corporate Governance and Public Affairs Unit	Maximise use of website, pharmacist newsletter and other activities to disseminate information to profession	<ul style="list-style-type: none"> Review and enhance pharmacy practice section of website Q1 With the Communications Unit review and enhance the format and publishing of PSI guidance 	Practice content of website reviewed and updated.
4. Query Management System	In partnership with the Inspection and Enforcement Unit to continue to respond to queries received from all stakeholders including pharmacists, on pharmacy practice and pharmacy and medicines legislation	<ul style="list-style-type: none"> Respond to all written queries on pharmacy practice and pharmacy and medicines legislation in a timely manner usually within 5 working days With the Inspection and Enforcement Unit develop a service charter explaining the query management process and set out the timeframes for response 	<ul style="list-style-type: none"> Response issued to all queries. Charter drafted Q2, finalised Q3.
5. Ensure relevant guidance and other documents are effectively managed	Work with the Corporate Governance and Public Affairs	<ul style="list-style-type: none"> Coordinate public consultations and 	Processes managed appropriately.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
through consultation processes and communicated to stakeholders	Unit to ensure processes are managed appropriately	disseminate finalised publications	
Financial and Corporate Management			
1. Effectively manage the risk register for the Unit in line with the PSI's risk management policy	<ul style="list-style-type: none"> Regularly review and update the Unit's risk register Escalate and report risks through the correct channels in line with the risk management policy Ensure risks are brought to the attention of the PPD Committee and that risk management is a standing item on that Committee agenda 	Report on Unit risks in line with the PSI's risk management policy	Risk management is embedded within the Unit and Committee and risks are managed appropriately.
2. Keep under review the Unit's performance against the annual Service Plan	<ul style="list-style-type: none"> Report on a weekly basis to the SMT on the Unit's performance Report to Committee and Council on performance against the annual Service Plan using the balanced scorecard 	<ul style="list-style-type: none"> Weekly reports to SMT Quarterly reports to Committee and Council 	<ul style="list-style-type: none"> Performance kept under continuous review and reports generated and presented on time.

PHARMACY PRACTICE DEVELOPMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
3. To manage activities in the Pharmacy Practice Development Unit within allocated budget	Manage resources	2016 Financial budget	Pay Costs €458,000 Operational Costs €38,000 Project Costs €30,000 Total Budget for unit €526,000
		Staff complement 5 plus project resources	6 Staff plus project resources.

PSI Inspection and Enforcement Unit

Scorecard Objectives, Actions, Targets / Metrics

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
Regulatory Processes			
1. Conduct inspections of retail pharmacy businesses to assess compliance with the Pharmacy Act 2007, medicines legislation and best practice, and to assure high standards of patient care and good pharmacy practice in line with the processes and procedures of the PSI	<ul style="list-style-type: none"> Conduct and complete inspections in line with PSI policy and procedures Conduct inspections with other agencies 	Inspections.	Annualised forecast figures: 70 x follow up inspections 125 x new opening /new registration 50 x other inspection activity 100 x other visits (specialist surveyors)
2. Develop and Implement New Inspection Model	<ul style="list-style-type: none"> Develop and implement a self-audit system for retail pharmacy businesses Develop risk assessment methodology Develop and pilot of inspection process in line with updated inspection policy Communicate updates to inspection processes to stakeholders 	Implementation of policy updates in accordance with project plan	<ul style="list-style-type: none"> Design of systems completed Pilot phase conducted, including inspections and advisory visits Communication to the profession and relevant stakeholders

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Engage and communicate with the pharmacy profession, pharmacy owners and all stakeholders throughout the process. 		
3. Conduct investigations following: <ul style="list-style-type: none"> An inspection carried out by an authorised officer Receipt of information from other agencies Receipt of information from another unit of the PSI Receipt of information from members of the public, following risk assessment 	Conduct investigations in line with PSI policy and procedures	Investigations	Annualised forecast figures: 20 x investigations per annum.
4. Risk assess and manage information/concerns received from: <ul style="list-style-type: none"> Members of the Public Others (to include other agencies, internal PSI units) 	Risk assess information/concerns Manage the concerns to conclusion	Closed Concerns	Annualised forecast figures: 35 x cases per annum
5. Provide technical expertise to fitness to practise unit in reviewing Notices of Inquiry and Production Summonses	Review Notices of Inquiry (NOIs) /Production Summonses.	NOIs Production Summonses	Annualised forecast figures: 5 x Notices of Inquiry 5 x Production Summonses
6. Manage actions arising from the consideration of an Authorised	<ul style="list-style-type: none"> Refer file to prosecuting solicitors and liaison with legal team 	All s.71 actions completed/	Annualised forecast figures:

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
<p>Officer's Report under section 71 of the Pharmacy Act 2007 for:</p> <ul style="list-style-type: none"> • Prosecutions– s71(1)(d) • Referrals to complaints s.71(1)(b) • Other action - s.71(1)(d) 	<ul style="list-style-type: none"> • Referral of file to complaints unit • Managing other actions e.g. undertakings, meetings/visits to pharmacy, referrals to other bodies including the HSE, Medical Council, Department of Agriculture etc 	referred to another process	5 x prosecution files 10 x complaint files 50 x other actions
<p>7. Manage applications for registration, continued registration and changes to the register of retail pharmacy businesses in accordance with the Pharmacy Act 2007, The Pharmaceutical Society of Ireland (Retail Pharmacy Businesses) (Registration) Rules 2008 (S.I. No. 495 of 2008) and the processes and procedures of the PSI. This includes new openings, transfers of ownership and transfer of premises</p>	<p>Manage applications for registration of pharmacies in accordance with the Pharmacy Act 2007, S.I. 495 of 2008 and the processes and procedures of the PSI</p>	<p>All applications reviewed and processed within the required time period</p>	<p>Annualised forecast figures:</p> <p>40 x new applications 140 x applications for transfer of ownership 3 x applications for transfer of premises 3 x applications for temporary relocations 50 x material changes 1,850 x applications for continued registration</p>
<p>8. Manage applications for, and supervise compliance with, Internet Supply of non-prescription medicines in accordance with the requirements of the Medicinal</p>	<ul style="list-style-type: none"> • Manage applications • Manage updates to the Internet Supply List • Monitor compliance 	<ul style="list-style-type: none"> • All applications reviewed and processed within the 	<p>Annualised forecast figures:</p> <p>50 x applications 20 x updates 50 x compliance actions</p>

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
Products (Prescription & Control of Supply) Amendment Regulations 2015		required time period. <ul style="list-style-type: none"> • Update database and records. • Complete internet monitoring activity and enforcement actions (as required) 	
9. Conduct the review of process maps for inspection and enforcement, the registration of retail pharmacy businesses and the internet supply of non-prescription medicines and update accordingly	Update process maps	Review all process maps	All process maps reviewed and updated by end of Q4.
10. Explore options for online continued registration of pharmacies	Review the process for continued registration of pharmacies and identify options to facilitate more pharmacies utilising the online system	Q2. Q4.	Review completed. Options identified.
11. Maintain and update the Register of pharmacies	Update database and records, including changes to Supervising Pharmacists and Superintendent Pharmacists	Database and records updated	Annualised forecast figures: 400 updates per annum.

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
			420 changes to Supervising Pharmacists / Superintendent Pharmacists.
12. Conduct an audit of the Retail Pharmacy Business files, inspection files and investigation files to ensure full and complete records are maintained in accordance with the processes and procedures of the PSI	<ul style="list-style-type: none"> Audit the database and pharmacy files including registration files/inspection files/investigation files Develop audit plan for Phase 3 Audit 	<ul style="list-style-type: none"> Audits completed Q3. 	<p>200 audits to be completed.</p> <p>Plan developed.</p>
13. Communicate issues highlighted through the Inspection and Enforcement process with the objective of compliance and to underpin the development of good practice guidance	<ul style="list-style-type: none"> Issues raised and reported to SMT, I&E Committee, Council and others, as appropriate 	Compliance reports completed and delivered	Quarterly reports to SMT, I&E Committee, Council and others, as appropriate.
14. Standards and accreditation for pharmacy software systems	Continue to consult with the DoH, HSE, NSAI (or equivalent body) and other relevant stakeholders to develop specification for pharmacy software which if implemented would allow legislation to be amended to permit pharmacies retaining certain records in electronic form	Obtain authority from Dept. of Health	<p>Subject to obtaining authority from Dept. of Health:</p> <ul style="list-style-type: none"> Scoping, analysis and specification Stakeholder engagement Project planning & set up Commence implementation

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
15. Hospital Pharmacy	Input into internal working group on hospital pharmacy in conjunction with the PPD unit	As per project plan	As per project plan.
Learning and Growth			
1. Continue to implement the PSI's Performance Management System	<ul style="list-style-type: none"> Objectives set for direct reports Mid-year performance Review End of year performance review. 	<ul style="list-style-type: none"> Q1 Q3 Q4 	Performance objectives set and reviews undertaken.
2. Review and progress the development of staff in the Unit in line with the strategic development of the organisation and the performance management system	Review staff needs in conjunction with external HR consultant to identify the development and training needs	Development and training needs analysis completed in conjunction with external HR consultant by Q3 2016	Twice yearly reviews carried out with staff.
3. Identify and source training for: <ul style="list-style-type: none"> Authorised officers (advanced training), Other staff members. 	<ul style="list-style-type: none"> Identify specialist training in areas of inspection, investigation and related matters Identify training in other areas relevant to the activity carried out by the Unit 	Training identified and delivered for: <ul style="list-style-type: none"> AOs Other staff 	Training identified.
Customers and Stakeholders			
1. Answer queries in respect of the registration of pharmacies	Answer routine queries within 7 days	Queries answered	Annualised forecast figures:

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
			1,500 queries answered per annum.
2. Query Management	In partnership with the Pharmacy Practice Development Unit to continue to respond to queries received from all stakeholders including pharmacists, on pharmacy practice and pharmacy and medicines legislation	Respond to all written queries on pharmacy practice and pharmacy and medicines legislation in a timely manner	Response issued to all queries.
3. Continue to work with other agencies e.g. HPRA, DoH, HSE, HIQA, Dept of Ag	Continue to engage in working groups with other agencies	<ul style="list-style-type: none"> • Meetings as required • Minimum of four meetings per annum 	Meetings held and reported to SMT.
4. Provide information to the profession on non-compliances and difficulties found during inspections and provide advice on how such non-compliances can be rectified and to promote learning in the pharmacy profession	Liaise with Communications and Public Affairs Unit for publication of articles in PSI newsletter, and PSI website publication	Articles provided for publication	6 per year.
Financial and Corporate Management			

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
1. Effectively manage the risk register for the Unit in line with the PSI's risk management policy	<ul style="list-style-type: none"> Regularly review and update the Unit's risk register Escalate and report risks through the correct channels in line with the risk management policy and guidelines Ensure risks are brought to the attention of the Inspection and Enforcement and that risk management is a standing item on that Committee agenda 	Report on Unit risks in line with the PSI's risk management policy	Risk management is embedded within the Unit and the Committee and risks are managed appropriately.
2. Keep under review the Unit's performance against the annual Service Plan	<ul style="list-style-type: none"> Report on a weekly basis to the SMT on the Unit's performance Report to Committee and Council on performance against the annual Service Plan using the balanced scorecard 	<ul style="list-style-type: none"> Weekly reports to SMT Quarterly reports to Committee and Council 	Performance kept under continuous review and reports generated and presented on time.
3. To manage activities in the Inspection and Enforcement Unit within allocated budget	Manage budget	2016 Financial budget	Pay Costs €896,000 Operational Costs €134,000 Project Costs €80,000 Total Budget Costs €1,110,000

INSPECTION AND ENFORCEMENT UNIT			
2016 Operational Objective	Actions	Target	Metrics
		Staff complement	12 staff plus project resources

PSI Fitness to Practise and Legal Affairs Unit

Scorecard Objectives, Actions, Targets / Metrics

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
Regulatory Processes			
1. Conduct disciplinary inquiries in compliance with the Pharmacy Act 2007 (the Act) and fair procedures	<ul style="list-style-type: none"> To review, monitor and apply fair processes and procedures in accordance with the Pharmacy Act 2007 Meet with legal advisers at end of each quarter to review processes and procedures, progress on ongoing matters and to identify opportunities for efficiencies Ongoing training of Council and disciplinary committee members 	<ul style="list-style-type: none"> Ongoing Ongoing - end each Q Ongoing 	<ul style="list-style-type: none"> Report to Senior Management Team (SMT) at the end of each quarter and update processes and procedures within specified timeframe. Report to Senior Management Team (SMT) at the end of each quarter and update processes and procedures within specified timeframe. 2 day refresher training to be completed by all Council/ Disciplinary Committee Members having regard to the

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
			Competency Framework for Committee members approved by Council in October 2014.
2. Ongoing engagement with Department of Health in relation to securing enhanced effectiveness of Pharmacy Act through appropriate statutory amendments	<ul style="list-style-type: none"> To continue to liaise with Department of Health in relation to submission furnished in respect of statutory amendments in 2015 	Ongoing	Appropriate amendments made to Pharmacy Act 2007 to ensure operability and efficiency of Act.
3. Process all complaints and concerns efficiently (in line with agreed timeframes) and in accordance with fair procedures	<ul style="list-style-type: none"> Seek feedback from complainants, respondents and witnesses following conclusion of Part 6 process Monitor and review feedback in relation to complaints process and engage with feedback as necessary 	<ul style="list-style-type: none"> Ongoing - as received Ongoing - as received Ongoing 	<ul style="list-style-type: none"> Complaint feedback forms circulated to Complainants, Respondents and Witnesses at conclusion of Inquiry process and ongoing reporting to Registrar. Implement possible improvements/changes to complaints process in line with legislative provisions. Complaints processed within agreed timescales.

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Process complaints and concerns as expeditiously as possible and having regard to statutory timeframes Where unavoidable delays arise ensure communication with the complaint parties is clear and that developments are advised as soon as they arise Other than in exceptional circumstances and subject to legal constraints, complaints will be considered by the Preliminary Proceedings Committee (PPC) within five months of receipt 	<ul style="list-style-type: none"> Ongoing Ongoing – every quarter End Q3 	<p>SMT weekly report by exception to highlight</p> <ul style="list-style-type: none"> Complaints processed within agreed timescales. SMT weekly report by exception to highlight any issues as appropriate. Outcome of audits - X% of complaints audited to have been dealt with and closed within agreed timescales. Report to SMT weekly on concerns received for review and decision regarding further action if required. Develop with the Registration Unit a policy for approval by Council to manage

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Develop and implement internal quality assurance review system in order to undertake internal quality assurance reviews on closed complaints and concerns to ensure efficiency and effectiveness is maintained in the complaints process Liaise with Head of Registration and Head of Inspection and Enforcement in the management of such health issues having regard to the obligation of the PSI to at all times protect the health safety and well-being of patients and the public. 	<ul style="list-style-type: none"> Q2 and Q4 	<p>registrants who self-declare health issues to the PSI.</p> <ul style="list-style-type: none"> Report to SMT regarding timelines, trends, patterns, findings and feedback.
4. Arrange for appropriate external audit and/or review of Fitness to Practise Function and concluded complaints	<ul style="list-style-type: none"> Incorporate findings and suggestions of administrative review conducted in Q4 2015 into Fitness to Practise processes, where appropriate and feasible 	Report prepared by end of Q3	Report to Council by end of Q2 with update on progress made and amendments to processes implemented.
5. Ensure cost effective management of legal services	<ul style="list-style-type: none"> Requests for legal assistance and advice made through Fitness to Practise and Legal Affairs Unit 	Ongoing	<ul style="list-style-type: none"> Report to SMT and to Council as part of service plan reporting regarding

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Legal queries to be filtered through Fitness to Practise and Legal Affairs Unit in the first instance <p>Barristers to be instructed directly for legal advice in accordance with PSI agreement with the Bar Council in non-litigious matters</p> <ul style="list-style-type: none"> Use mini tender process where appropriate under Framework agreement for discrete projects Ongoing monitoring and review of fees charged by legal assessors to Council and Disciplinary Committees 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing 	<p>expenditure on legal services.</p> <ul style="list-style-type: none"> Liaise with Heads of Units and with the Registrar regularly regarding legal requirements. Operating procedure in place for securing legal advice and communicated to and implemented by all Units. Quarterly report

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Ensure that services are provided in accordance with the Legal Services Framework Agreement 		
6. Ongoing liaison with other Units in the PSI to address issues highlighted through the complaints process	<ul style="list-style-type: none"> Issues raised at SMT meetings Ensure IT system captures issues highlighted and concerns raised in relation to registrants Ensure that learnings identified in the FtP process are appropriately disseminated to the profession by supporting the Pharmacy Practice Development Unit in the identification of patterns in the complaints process and contributing to the development of appropriate guidance Liaise with Professional Development and Learning Unit as regards facilitating the 	<ul style="list-style-type: none"> Review effectiveness of Case Management System on ongoing basis and at end of Q2 Ongoing and as required Ongoing and as required 	<ul style="list-style-type: none"> Case Management System regularly updated to reflect requirements and to ensure that it is operating efficiently. Meet with Head of Pharmacy Practice Development Unit at end of each quarter to review complaints and concerns and in particular to identify learnings.

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<p>education, training, mentoring or other conditions as appropriate arising from the FtP process</p> <ul style="list-style-type: none"> • Liaise with Registration and Qualification Recognition Unit as regards the implementation, monitoring and expiration of restrictions or conditions and/or undertakings affecting registrants' practice • Liaise with Inspection and Enforcement in relation to registrants with certain prohibitions on the occupation of superintendent or supervising pharmacist positions 	<ul style="list-style-type: none"> • Ongoing and as required • Ongoing and as required 	
7. Ongoing liaison with healthcare and other regulators to ensure mutual learning in relation to FtP matters	Continue to meet at regular intervals with appropriate representatives of other statutory bodies and in particular attend meetings of the Fitness to Practise Forum	Four meetings per annum	Meetings held and reports provided to SMT at end of Q2 and Q4 in relation to matters relevant to the PSI.
Learning and Growth			
1. Implement the PSI's Performance Management System	<ul style="list-style-type: none"> • Meeting held with Unit staff to set objectives for year having regard to 	<ul style="list-style-type: none"> • Q1 Objective setting meeting 	Performance objectives set and reviews undertaken.

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	service plan and staff development needs. <ul style="list-style-type: none"> Mid-year performance Review End of year performance review 	<ul style="list-style-type: none"> Q2 Performance review Q4 End of year performance review 	
2. Ongoing development and training of staff in Unit	Review staff needs in conjunction with external HR consultant to identify the development and training needs	Identify by end Q2 and Q4	Twice yearly reviews of development and training needs completed.
3. Ongoing liaison with regulators in other jurisdictions in relation to best international practice	Consult/ meet with counterparts in other jurisdictions	Two meetings per annum	Meetings held and report to SMT at end of Q4.
Customers and Stakeholders			
1. Liaise with the Head of the Corporate Governance and Public Affairs Unit to inform the public and other stakeholders in relation to FtP matters	<ul style="list-style-type: none"> Contact and/or report to Head of Corporate Governance and Public Affairs regarding FTP matters that may require communication with stakeholders and in any event in advance of and at the conclusion of inquiries Liaise with Head of Corporate Governance and Public Affairs regarding the interaction with the Press who are in attendance at inquiries 	<ul style="list-style-type: none"> Ongoing and as required Ongoing and as required 	<ul style="list-style-type: none"> Inquiry Schedule provided to the Corporate Governance and Public Affairs Unit regarding upcoming inquiries before the Professional Conduct Committee and the Health Committee. Where the Council decides that it is in the public interest to do so, the Communications and Public Affairs Unit publicises outcome of FtP inquiries on the PSI

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Produce and update relevant materials in conjunction with the Head of Corporate Governance and Public Affairs. Implement PSI publication and disclosure policy, once approved by Council and published 	<ul style="list-style-type: none"> Ongoing and as required 	<p>website and in the PSI newsletter, insofar as is possible subject to legal constraints.</p> <ul style="list-style-type: none"> Regular updates developed for the profession in relating to issues, patterns and trends highlighted in fitness to practise matters. Guidelines and other materials relating to FtP matters published as required. Where directed by Council, learnings document to be published following consideration by Council of a report from a disciplinary committee.
2. Report to Minister for Health in accordance with provisions of the Act	Report to the Minister	No less than within 10 days of conclusion of inquiry process	Ministerial report completed and submitted within defined timelines pursuant to section 56 of the Act.
Financial and Corporate Management			

FITNESS TO PRACTISE AND LEGAL AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
1. Effectively manage the risk register for the Unit in line with the PSI's risk management policy	<p>Regularly review and update the Unit's risk register</p> <p>Escalate and report risks through the correct channels in line with the risk management policy and guidelines</p>	Report on Unit risks in line with the PSI's risk management policy	Risk management is embedded within the Unit and risks are managed appropriately.
2. Keep under review the Unit's performance against the annual Service Plan	<ul style="list-style-type: none"> Report on a weekly basis to the SMT on the Unit's performance Report to Committee and Council on performance against the annual Service Plan using the balanced scorecard 	<ul style="list-style-type: none"> Weekly reports to SMT Quarterly reports to Council 	<ul style="list-style-type: none"> Performance kept under continuous review and reports generated and presented on time.
3. To manage the activities in the Fitness to Practise Unit within allocated budget	Manage budget	<p>2016 Financial Budget</p> <p>Staff complement</p>	<p>Pay costs €308,000</p> <p>Operational costs (incl. legal costs) €480,000</p> <p>Total budget for unit €788,000</p> <p>4 staff plus project resources</p>

PSI Corporate Governance and Public Affairs Unit

Scorecard Objectives, Actions, Targets / Metrics

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
Regulatory Processes			
1. Ensure that the PSI prepares a Service Plan for 2017 in accordance with Schedule 1 paragraph 22 of the Pharmacy Act 2007	Prepare a draft Service Plan in conjunction with the Functional Units and Advisory Committees of the PSI, and seek Council approval of the Service Plan	<ul style="list-style-type: none"> • Prepare draft Service Plan in Q3 • Submit unapproved draft Service Plan to the Minister for Health for comment • Submit draft Service Plan to Council for approval at its final meeting of the year 	Service Plan submitted to the Minister for Health in a draft format for comment, approved by Council and published on the PSI website.
2. Use the balanced scorecard to ensure efficient and cost effective implementation of the: <ul style="list-style-type: none"> • Corporate Strategy 2013-2017 • Service Plan 2016 	Continue structured and systematic system for performance reporting at Council, Committee and Executive level	<ul style="list-style-type: none"> • All objectives met within agreed timelines • Weekly review by Senior Management Team (SMT) and Registrar • Quarterly reports to Council 	Reports generated on time.
3. Ensure that the PSI prepares an Annual Report for 2015 in accordance with Schedule 1 paragraph 17 to the Pharmacy Act 2007	<ul style="list-style-type: none"> • Prepare a draft Annual Report in conjunction with the Functional Units and Advisory Committees of the PSI, and seek Council 	<ul style="list-style-type: none"> • Prepare an Annual Report and seek Council approval in Q1 • Submit to the Minister for Health no later than 31 March 2016 	<ul style="list-style-type: none"> • Annual Report approved by Council and submitted to the Minister for Health by 31 March 2016. • Annual Report prepared and disseminated within identified timelines.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> approval of the Annual Report • Prepare the Annual Report for design, print, publication and dissemination. • Organise translation into Irish 	<ul style="list-style-type: none"> • Annual Report translated into Irish in line with the Official Languages Act 2003 and simultaneously published on the PSI website Q2 • Annual Report disseminated to the profession via email • Relevant stakeholders identified and Annual Report disseminated in hard copy 	
4. Ensure that the PSI prepares a Service Plan for 2017 in accordance with Schedule 1 paragraph 22 of the Pharmacy Act 2007	Prepare a draft Service Plan in conjunction with the Functional Units and Advisory Committees of the PSI, and seek Council approval of the Service Plan	<ul style="list-style-type: none"> • Prepare draft Service Plan in Q3 • Submit unapproved draft Service Plan to the Minister for Health for comment • Submit draft Service Plan to Council for approval at its final meeting of the year 	Service Plan submitted to the Minister for Health in a draft format for comment, approved by Council and published on the PSI website.
5. Ensure that PSI complies with legislative requirements and applies best practice in the governance of public bodies	<ul style="list-style-type: none"> • Review and update governance policies, procedures, practices and training as part of the review of the PSI Corporate Governance Framework to ensure that PSI applies best 	<ul style="list-style-type: none"> • Implement the recommendations arising from the review of PSI's Corporate Governance Framework by end Q2 • On the basis of the review, provide governance training to Council, Executive and 	<ul style="list-style-type: none"> • Review of PSI's Governance Framework completed. • PSI's Corporate Governance Framework updated. • Training programme for new Governance Framework devised and delivered for Staff, Council and Committees.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<p>governance practice for public bodies</p> <ul style="list-style-type: none"> • Ensure that the Council, the Executive and Committees of Council are informed of and apply the governance policies and practices approved by Council • Maintain a Register of Conflicts of Interest for all Council and Advisory Committee members • Ensure implementation of the Protected Disclosure Act 2014 	<p>Committees on PSI's new Governance Framework by end Q2</p> <ul style="list-style-type: none"> • Register maintained and conflicts managed • Whistle-blowers' policy kept under review and report on disclosures published on the PSI website on an annual basis 	<ul style="list-style-type: none"> • Compliance with the requirement of the Protected Disclosure Act 2014
6. Ensure that the PSI has an effective risk management system and that risk management is embedded into the organisation	<ul style="list-style-type: none"> • Implement the recommendations following the review of the PSI's risk management framework by the IPA • Update the risk management policy, guidelines and procedures as required by the review • Ensure that the Executive, Council, and Committees of Council comply with the risk management policy and 	<ul style="list-style-type: none"> • On the basis of the review, update the PSI's risk management policy, procedures and practices by end Q1 • Present revised risk management policy to Council for consideration Q1 • Ensure compliance with revised Code of Practice for the Governance of State Bodies as it applies to risk management 	<ul style="list-style-type: none"> • Review of PSI's risk management policy completed. • Update of PSI's risk management policies, procedures and practices implemented. • Corporate and divisional risk registers established and a structure of reporting established. • Review of the Risk Registers and reports generated on time in accordance with the risk management policy approved by Council.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<p>guidelines approved by Council</p>	<ul style="list-style-type: none"> • Review of PSI Corporate Risk Register: <ul style="list-style-type: none"> - on a regular basis by SMT, - review by Audit Committee and report to Council on a quarterly basis, - Ensure risk management is on every Council agenda and a report prepared outlining changes to the risk register since the last report - Provide advice to Heads of Functional Units regarding the management of divisional risk registers and put in place a structure for reporting to Advisory Committees 	<ul style="list-style-type: none"> • In line with the revised Code of Practice for the Governance of State Bodies confirm in the annual report that the Council has carried out an appropriate assessment of the Body's principal risks, including a description of these risks and associated migration measures or strategies.
7. Ensure that the PSI complies with Ethics in Public Office legislation	<ul style="list-style-type: none"> • Inform all Council members of the requirements of the Ethics in Public Office legislation and request statements of 	Q1	<ul style="list-style-type: none"> • Statements submitted to the Standards Commission by 31 January 2016.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<p>a material interest to be submitted to the Standards Commission in January of each year for the preceding year</p> <ul style="list-style-type: none"> • Inform all relevant employees of the requirements of the Ethics in Public Office legislation and request statements of a material interest to be submitted to the President of the PSI by end January of each year for the preceding year 		<ul style="list-style-type: none"> • Statements provided by applicable PSI employees to the President of the PSI.
8. Ensure compliance with Freedom of Information legislation and requirements	<ul style="list-style-type: none"> • Process all FOI request in the timelines set down in the legislation • Submit quarterly returns to the Department of Health • Maintain a disclosure log for publication on the website on a quarterly basis • Ensure FOI information is more visible on the PSI website 	<ul style="list-style-type: none"> • Requests processed within the appropriate timelines • Report submitted to the Department of Health on a quarterly basis • Disclosure log maintained and published quarterly • PSI publication scheme based on model publication scheme prepared and published on the PSI website • Hardcopy of the scheme maintained onsite 	<ul style="list-style-type: none"> • Requests for information processed and reports submitted to the DoH. • Objectives as defined by the new legislation met by 14 April 2016.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> • Ensure the website is updated with the PSI publication scheme based on the model publication scheme no later than 14 April 2016 • Maintain hardcopy of the scheme onsite • Confirm compliance to the Minister by 14 April 2016 	<ul style="list-style-type: none"> • All Units to prepare required information under the publication scheme and ensure that the information is kept updated • Compliance confirmed to the Minister 	
9. Ensure that the PSI complies with Data Protection legislation and maintain the register on the Data Protection Commission website	<ul style="list-style-type: none"> • Review and adjudicate over all requests for extracts of the Registers under our Data protection Registration for educational/ public health purposes • Undertake mini-tender for an external provider to undertake a vulnerability assessment • Undertake mini-tender for an external provider to undertake a compliance audit with the Data Protection legislation and Information Governance 	<ul style="list-style-type: none"> • All requests reviewed within 5 days • Log etc of requests maintained • Vulnerability assessment undertaken Q1/2 • Information governance compliance audit undertaken Q1/2 	<ul style="list-style-type: none"> • Requests approved in line with the PSI's data protection policy. • Remediation Activity identified as part of the vulnerability assessment and recommendations implemented.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Implement upcoming changes to Data protection legislation 		
10. Ensure that adequate support and resources are made available to the Audit Committee to support it in the performance of its functions	<ul style="list-style-type: none"> Provide administrative and professional support to the Audit Committee in the conduct of its functions Prepare reports as required by the Audit Committee Ensure the Audit Committee are kept up to date with development in corporate governance and best practice 	<ul style="list-style-type: none"> 4 meetings held annually Prepare reports as requested by the Audit Committee Prepare quarterly reports, on behalf of the Audit Committee, for the Council 	Meetings held and Audit Committee reports generated.
11. Provide support to and coordinate organisational engagement with PSI's Internal Auditors.	<ul style="list-style-type: none"> In accordance with the Risk Assessment carried out by the Internal Auditors and the Internal Audit Plan approved by the Audit Committee, coordinate with the Internal Auditors the schedule of internal audits planned for 2016 Arrange for Internal Audits to be reviewed and responded to by the SMT, 	<ul style="list-style-type: none"> 4 Internal Audit Reports prepared and reviewed by the Audit Committee Report prepared for Council Ensure updates are provided to SMT on the implementation of recommendations from Internal Audit Reports and provide updates to the Audit Committee on a quarterly basis. 	<ul style="list-style-type: none"> Internal Audit Plan implemented. Internal Audit reports reviewed by Audit Committee and reported on to Council. Recommendations from Internal Audits implemented in a timely manner.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<p>presented to the Audit Committee with a feedback mechanism to the Council</p> <ul style="list-style-type: none"> • Monitor the implementation of recommendations across all Units and report to the Audit Committee on a quarterly basis 		
12. Review election process of persons to pharmacist posts on PSI Council in compliance with section 10 of Pharmacy Act and PSI (Council) Rules 2008 to assess whether electronic voting may be a more cost efficient means of undertaking the election and increase the number of votes cast	Undertake a review of electronic voting systems in operation by other regulators	Prepare a report outlining the changes required to implement an electronic system, the costs associated with implementation and the level of engagement seen by other regulators Q3	Report presented to Council Q4.
13. Implementation of the PSI's Communication Strategy to ensure we are 'engaging with stakeholders' and 'getting our message out' as provided for in the Corporate Strategy 2013-2017	Report to Council on the implementation of the strategy	6 reports prepared for Council on the implementation of the strategy	6 reports delivered successfully to Council.
	Inspection Policy Project	<ul style="list-style-type: none"> • Continue engagement with the profession and wider stakeholders to promote the project and ensure engagement by 	<ul style="list-style-type: none"> • Buy in and engagement from the profession and wider stakeholders through press releases and articles in the newsletter

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
		communicating at various stages identified in the project. <ul style="list-style-type: none"> • Pilot • Roadshows • New Inspection Policy Communication 	<ul style="list-style-type: none"> • Opportunity for the profession and wider stakeholders to contribute to the development of the policy through consultation • Understanding of the new inspection requirement
	Future Pharmacy Practice Project	<ul style="list-style-type: none"> • Continue engagement with stakeholders • Press Releases Issued • Launch of final report organised • Support follow-up to report and findings as required 	<ul style="list-style-type: none"> • Buy in and engagement from the profession and wider stakeholders through press releases and articles in the newsletter. • Greater understanding of the project and role of PSI as the pharmacy regulator.
	Patient Review of the Flu Vaccination Service in Pharmacies	<ul style="list-style-type: none"> • Early 2016 publication of report of the patient review conducted at end 2015 by the Pharmacy Practice Development Unit • Issue press release with key facts • Ensure information provided to pharmacists, and highlighted to other stakeholders as relevant 	<ul style="list-style-type: none"> • Report published and disseminated.
	Publication and Dissemination of the Patient Charter	<ul style="list-style-type: none"> • Prepare the document for design, print and distribution Q1 	<ul style="list-style-type: none"> • Charter published and disseminated. • Positive feedback achieved from pharmacists and patients.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
		<ul style="list-style-type: none"> • Organise press release and launch Q1 	
	Falsified Medicines Directive (Internet Supply)	<ul style="list-style-type: none"> • Continue engagement with stakeholders regarding new requirements • Monitor uptake of message through the distribution channels identified 	<ul style="list-style-type: none"> • Awareness of the role of the PSI in implementing the directive is highlighted. • Awareness of the new requirements by suppliers. • Understanding by patients of the safety features they should look out for when buying non-prescription medicines online.
	Partnership publication with HPRA 'Let's talk medicines'	<ul style="list-style-type: none"> • Explore further with the HPRA the possibility of issuing a joint leaflet • Design, printing and distribution 	<ul style="list-style-type: none"> • Partnership publication with HPRA 'Let's talk medicines' published and disseminated. • Stakeholder engagement highlights the defined roles of each organisation and raises the profile of the PSI as the pharmacy regulator.
	Launch and publication of joint prescribing and dispensing guidance with the Medical Council	<ul style="list-style-type: none"> • Issue Press Release • Organise launch in conjunction with the Medical Council 	<ul style="list-style-type: none"> • Stakeholder engagement highlights the defined roles of each organisation and raises the profile of the PSI. • Positive feedback received from the pharmacy profession, medical profession, wider healthcare service and patients.
	Commence engagement with patients and pharmacists for review of the Code of Conduct	<ul style="list-style-type: none"> • Timely and effective stakeholder communication – focus 	Effective stakeholder engagement

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	by the Pharmacy Practice Development Unit	groups/survey, as necessary Q4	
	Support Registration and Qualification projects including implementation of: <ul style="list-style-type: none"> Changes arising out of implementation of Professional Qualifications Directive and European Professionals Card – website changes, relevant party update/communications Feedback survey regarding first registration procedures 	<ul style="list-style-type: none"> Timely and effective stakeholder communication <p>Q1</p> <p>Q3</p>	<ul style="list-style-type: none"> Effective stakeholder engagement
	Support the Professional Development and Learning Unit in the development of a programme of engagement with all pharmacy students across five years of the pharmacist qualification (Bachelor and Master's degree programmes)	<ul style="list-style-type: none"> Q1 and Q4 	<ul style="list-style-type: none"> Content of presentations agreed and effective engagement with all pharmacy students.
14. Review of PSI website	<ul style="list-style-type: none"> Ensure website is updated regularly with relevant information from individual Units 	<ul style="list-style-type: none"> Staff trained on website content management system 	<ul style="list-style-type: none"> Information on website kept up to date and relevant. Analytics monitored and reported on regularly.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> • Ensure continuous review of content on the website to ensure it is accessible • Continue to review and analyse the engagement with the website and implement improvements. • Implement the recommendations from the stakeholder survey • Undertake a tender process to improve the design and functionality of the PSI website following feedback from stakeholders 	<ul style="list-style-type: none"> • Website information kept up to date and relevant taking into consideration the principles of 'Plain English' • Report presented to SMT and Council on a quarterly basis on the levels of engagement with the website • Tender process initiated in Q1 	<ul style="list-style-type: none"> • 'New website' launched Q4.
15. Review of PSI Newsletter	<ul style="list-style-type: none"> • Engage with external provider to develop 'new look' newsletter which is mobile responsive, incorporating feedback from stakeholders • Staff trained in the use of new newsletter software Campaign Monitor • Engage with all Units to ensure sufficient and relevant content for the newsletter 	<ul style="list-style-type: none"> • Feedback from stakeholder survey incorporated into newsletter to be issued from Q1 • Staff trained Q1 • Internal engagement to ensure newsletter schedule for the year ensuring articles of relevance to stakeholders • External engagement to ensure that stakeholders are facilitated in 	<ul style="list-style-type: none"> • 8 newsletters issued. • Positive feedback received. • Open rate and click rate of newsletter continues to improve.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> • 8 newsletters issued • Continue to review and analyse the engagement with the newsletter and implement improvements. 	disseminating information via the newsletter eg CPD opportunities <ul style="list-style-type: none"> • Report presented to SMT on the levels of engagement following each newsletter 	
16. Ensuring brand consistency and consistency of message in all PSI documents	<ul style="list-style-type: none"> • Assist the organisation with all publication requirements including proofreading and assessing compliance with the PSI's Style Guide • Undertake user survey of Style Guide and its implementation • Ensure updates are made to the PSI Style Guide as needed 	<ul style="list-style-type: none"> • Assistance provided where necessary • Survey conducted of PSI staff to assess the level of engagement with the PSI Style Guide • Style Guide updated as required 	<ul style="list-style-type: none"> • All Units engaging proactively with the PSI Style Guide. • Relevant updates made to the PSI Style Guide.
Learning and Growth			
1. Implementation of the PSI's Performance Management System	<ul style="list-style-type: none"> • Identify Objectives for staff in 2016 • Undertake mid-year review with all staff in the Unit • Undertake end of year review with all staff within the Unit 	<ul style="list-style-type: none"> • Q1 • Q2/3 • Q4 	Performance objectives set and reviews undertaken.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
2. Training Needs analysis of staff within the Unit	Following the setting of objectives for 2016 identify relevant training courses for members of staff	Courses identified and undertaken by all staff within the Unit	Activity of the Unit.
3. Media Training for Council and Staff	Organise media training for Registrar, members of the SMT and Council members, as required	Training need identified	Training completed as required.
4. In accordance with good practice for public boards, support the Council in undertaking its annual review of its performance and effectiveness	<ul style="list-style-type: none"> • Implement the recommendations from the performance evaluation part of the corporate governance project. • Assist the Council in undertaking a review of its Advisory Committees performance 	<ul style="list-style-type: none"> • Analyse the results and provide feedback to the Council • Incorporate any training requirements into the training plan for the year 	Evaluation process implemented and suitable training provided.
5. Implement a training plan for Council and Committee members to facilitate them performing statutory functions under the Pharmacy Act and in applying best practice in the governance of public bodies	<ul style="list-style-type: none"> • Implement training and development plan for Council and Committee members • Undertake a review of the induction process for Council and Committee members • Organise induction training for new members to Council and Committees 	<ul style="list-style-type: none"> • Two training days dedicated to Council on topics identified as part of the training and development plan, identified as part of the governance project • Update and deliver induction training to new Council members in Q2 & 3 • Undertake a survey of current Council and 	<ul style="list-style-type: none"> • Training and development plan devised • Training delivered. • Update provided to Council on the review of the induction training for Council and Committee members and implement any recommended changes.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
		Committee members to determine if there are any deficiencies in the current induction training and identify where improvements can be made	
6. Performance Reporting	<ul style="list-style-type: none"> • Undertake a mini-tender to identify a contractor to: • Carry out a review of KPI's currently in operation in the organisation and how these can be improved to provide assurance to Council that the PSI is meeting its strategic objectives as set out in the Corporate Strategy 2013-2017 • Agree, in conjunction with the Council, KPI's for the work of the Council • Carry out a review of performance reporting within the SMT structure • Carry out a review of performance reporting in the organisation from the SMT to Council and the PSI's 	Q1	Report presented to Council Q3

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<p>Advisory Committees to Council</p> <ul style="list-style-type: none"> Carry out an assessment of how the Balanced Scorecard is being used within the organisation to ensure its being used in the organisation to its optimum levels and ensuring that performance reporting is embedded into the organisation Carry out training for Council, Committees and staff as necessary 		
Customers and Stakeholders			
1. Continue to build solid relationships with stakeholders at national and international level	Facilitate attendance at relevant events, including conferences, seminars and workshops	<p>Attend meetings of:</p> <ul style="list-style-type: none"> Network for Corporate Service of State Agencies Council on Licensure, Enforcement and Regulations (CLEAR) 	<ul style="list-style-type: none"> Participation by staff in at least one major event and associated implementation plan for quality enhancement.
2. Raise the profile of the PSI as the pharmacy regulator and highlight the objectives that are achieved and improve understanding of key topics	<ul style="list-style-type: none"> Build on relationship and profile with the media Issue Press Releases Increase the Speaking engagements of PSI staff 	<ul style="list-style-type: none"> Respond to all media queries in a timely manner Maintain log of media queries 	<ul style="list-style-type: none"> Profile of the PSI as the pharmacy regulator raised. Media Queries responded to within 1 working day for straightforward queries and 2 working days for more

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> • Provide media interviews on relevant subject matter • Effective communication with the media to build on PSI's profile as an effective regulator • Monitor media coverage • Provide briefings to the media • Provide interviews 	<ul style="list-style-type: none"> • Maintain log of media coverage • Draft briefing notes for interviews, speeches and presentations for the Registrar and the President 	complex queries (depending on the deadlines of journalists)
3. Embed the principles of 'Plain English' into the organisation	<ul style="list-style-type: none"> • As a corporate member of the National Adult Literacy Agency (NALA) continue to identify documents which could be reviewed by NALA to obtain the plain English mark to ensure documents are written clearly and widely understood • Ensure the principles of 'Plain English' are incorporated in to all PSI documents 	<ul style="list-style-type: none"> • 5 PSI documents to obtain the 'Plain English' mark from NALA • Continue to promote the use of 'Plain English' throughout the organisation 	• 'Plain English' mark achieved on 5 documents.
4. Patient Engagement	<ul style="list-style-type: none"> • Engage market research company to undertake patient surveys following a tender process • Survey developed • Results analysed 	A number of surveys carried out throughout the year to assist the work of the PSI through patient feedback	Surveys conducted and results analysed.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT

2016 Operational Objective	Actions	Target	Metrics
5. Internal Communication. Engage with PSI employees to ensure staff are kept updated on ongoing projects and relevant information	<ul style="list-style-type: none"> • Ensure staff information sessions take place every 6-8 weeks to ensure all staff are updated on the ongoing projects of the organisation. • Ensure compliance with the PSI Style Guide 	6-8 staff information sessions held	Positive feedback received.
6. Organise and promote a display in the PSI museum to commemorate the 1916 Rising in line with government initiatives	Identify suitable memorabilia in the PSI's possession to put on display	Q1	Positive feedback from visitors to the PSI museum.
7. Monitor general queries (info@address) to ensure a timely response and engagement with stakeholders	Queries analysed and distributed to relevant Unit with the PSI for response	Ongoing	Queries distributed in a timely manner and responded to by the relevant Unit.
8. Develop a Customer Charter and Customer Action Plan for the organisation	<ul style="list-style-type: none"> • In line with good governance and guidelines prepared by the Department of Public Expenditure and Reform prepare a draft Customer Charter and Customer Action Plan • Initiate a public consultation process on the draft Customer Charter and Customer Action Plan 	<ul style="list-style-type: none"> • Customer Charter and Customer Action Plan developed and public consultation initiated in Q2 • Customer Charter and Customer Action Plan presented to Council in Q3 	Customer Charter and Customer Action Plan published on website Q3.

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Present Customer charter and Customer Action Plan to Council for consideration 		
Financial and Corporate Management			
1. Effectively manage the risk register for the Unit and the corporate risk register in line with the PSI's risk management policy	<ul style="list-style-type: none"> Regularly review and update the Unit's risk register Escalate and report risks through the correct channels in line with the risk management policy and guidelines 	Report on Unit risks in line with the PSI's risk management policy	Risk management is embedded within the Unit and risks are managed appropriately.
2. Keep under review the Unit's performance against the annual Service Plan	<ul style="list-style-type: none"> Report on a weekly basis to the SMT on the Unit's performance Report to Council on performance against the annual Service Plan using the balanced scorecard 	<ul style="list-style-type: none"> Weekly reports to SMT Quarterly reports to Council 	<ul style="list-style-type: none"> Performance kept under continuous review and reports generated and presented on time.
3. Manage activities in the Communications and Public Affairs Unit	<ul style="list-style-type: none"> Review monthly reports from the Administration and Finance Unit 	2016 Financial Budget	Staff costs €226,000 Operational Costs €166,500 Project Costs €77,000

CORPORATE GOVERNANCE AND PUBLIC AFFAIRS UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Report to SMT and Council on a quarterly basis on performance against budget 		Total Budget €469,500
		Staff Complement	Head of Unit (0.8 wte) Communications officer (1.0 wte) Communications support administrator (1.0 wte) Corporate Governance Officer (1.0 wte) Total Staff: 3.8

PSI Operations

Scorecard Objectives, Actions, Targets / Metrics

ADMINISTRATION AND FINANCE UNIT			
2016 Operational Objective	Actions	Target	Metrics
Regulatory Processes			
1. Record, monitor and review on an on-going basis the financial performance of the PSI	<ul style="list-style-type: none"> • Ensure that all financial transactions are correctly and promptly recorded in the financial system • Review and report on the financial results on a regular basis 	<ul style="list-style-type: none"> • Circulate regular management accounts reports with commentary to senior management team (SMT) • Circulate financial reports to Administration and Finance Committee and PSI Council in advance of scheduled meetings 	Annualised forecast figures: <ul style="list-style-type: none"> • 12 Reports to SMT. • Reporting to the Administration and Finance (A&F) Committee and Council as required.
2. Assist Unit heads in preparation of their Annual unit budgets, prepare and distribute reports on each Unit's financial performance during the year	<ul style="list-style-type: none"> • Agree Unit budgets with Heads of Unit • Issue regular reports on performance • Continue enhancement of recording and reporting system 	<ul style="list-style-type: none"> • Monthly reports to Head of Unit • 2017 unit budgets and overall budget produced in line with Service Plan 	Annualised forecast figures: <ul style="list-style-type: none"> • 12 reports to Heads of Unit. • PSI 2017 overall budget approved by A&F Committee and Council in Qtr. 4.
3. Manage the PSI payroll systems for staff, Council and Committees	<ul style="list-style-type: none"> • Ensure payroll details are accurate, approved in line with PSI policy and 	<ul style="list-style-type: none"> • Submit correct payment data to bank on time • Advise staff of transactions 	Annualised forecast figures: <ul style="list-style-type: none"> • 12 monthly staff payrolls. • Committee payrolls as per attendance.

ADMINISTRATION AND FINANCE UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> procedures and paid on time Adjust pay rates as directed by the Department of Health Adjust statutory pay deductions as directed Ensure all pay deductions are transferred accurately and on time 	<ul style="list-style-type: none"> Issue monthly reports to relevant bodies 	<ul style="list-style-type: none"> 2 bi-annual Council payrolls 12 monthly pension payrolls.
4. Ensure the PSI cash and monetary assets are secure	<ul style="list-style-type: none"> Ensure Financial Security of the PSI Ensure appropriate authorisations are in place for the operation of PSI's existing bank accounts and any new accounts approved by PSI Council Ensure appropriate funds are in place to meet out-goings Review investment policy and return on investments Implement Investment Policy and prudently invest available funds in line with policy 	<ul style="list-style-type: none"> Review annually Ensure that all bank accounts are managed in a cost-effective manner with the proper balance of security for the funds held Ensure that current accounts avoid overdraft charges Ensure investment policy is up to date and reflects the PSI attitude to expected ROI, Risk and market conditions Ensure investment policy is implemented 	<p>Annualised forecast figures:</p> <ul style="list-style-type: none"> Annual report to Administration and Finance Committee Bank accounts reconciled monthly Cashflows prepared as required Reporting on investments in line with investment policy. Reports to Administration and Finance Committee and Council as required. Investment values enhanced in line with interest rates and returns of investment.

ADMINISTRATION AND FINANCE UNIT			
2016 Operational Objective	Actions	Target	Metrics
5. Ensure the PSI is properly and adequately funded	<ul style="list-style-type: none"> • Review Fee income and levels in conjunction with other units 	<ul style="list-style-type: none"> • Review carried out on instruction of Council in timely manner 	<ul style="list-style-type: none"> • Report to Administration and Finance Committee and Council. • Implement fee changes if required.
6. Manage and administer the PSI superannuation schemes	<ul style="list-style-type: none"> • Deduct appropriate contributions from relevant staff • Transfer employees' and employer's contribution to superannuation fund DOH and DPER as required • Arrange Financial Reporting Standard (FRS) 17 Report on the schemes 	<ul style="list-style-type: none"> • Ensure all staff required to join scheme are registered and make appropriate contributions • Staff are informed of their pension entitlements and operation of the schemes • Ensure compliance with legal and reporting requirements. • 2014 FRS 17 report available Q1 2015 • Maintain records of schemes membership and develop enhance systems for recording and reporting on service history 	<ul style="list-style-type: none"> • All relevant scheme members and the PSI are making appropriate contributions. • Discussions to continue with the Department of Health regarding fund management. • FRS 17 Reports to the Administration and Finance and the Audit Committees Q1 2015. • Reports to DOH/DPER as required.
7. Manage fee collection and other receivables	<ul style="list-style-type: none"> • Monitor, capture and reconcile fee income and other receivables data • Co-ordinate with Inspection and 	<ul style="list-style-type: none"> • Maximise income • Monitor receipts daily and reconcile monthly • Ensure fee income recognised in correct accounting period 	<ul style="list-style-type: none"> • Monthly reconciliations. • Quarterly reporting to Administration & Finance Committee and Council.

ADMINISTRATION AND FINANCE UNIT

2016 Operational Objective	Actions	Target	Metrics
	<p>Enforcement, Registration and ICT Units on registration and database issues</p> <ul style="list-style-type: none"> • Follow up, collect and report on late fees. • Lodge fees collected to PSI bank account • Comply with National payments plan • Review system for calculation of deferred income following outcome of ICT systems review 		
8. Manage the PSI creditor payment system.	<ul style="list-style-type: none"> • Process and pay on time all approved invoices • Comply with National payments plan and e-day guidelines • Ensure tax clearance certificates are checked in line with the introduction of eTax Clearance verifications. 	<ul style="list-style-type: none"> • All payments made are accurate and properly approved • All creditor payments to be made electronically by EFT/direct debit. Cheque payments to be made only in certain exceptional approved instances • Pay only creditors who comply with tax clearance regulations. 	<ul style="list-style-type: none"> • All accounts paid within the 30 days allowed by law and within 15 days where feasible. • Liabilities to Revenue are paid on time. • No cheques issued except in exceptional circumstances • Compliance with approved tax clearance thresholds and ensure tax clearances

ADMINISTRATION AND FINANCE UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> • Deduct professional service withholding tax (PSWT) from payments made to liable persons • Return 3rd party payment details as required to Revenue 	<ul style="list-style-type: none"> • PSWT appropriately deducted • All 3rd party payment details returned to revenue 	<ul style="list-style-type: none"> • certificates checked in real time. • PSWT deducted correctly and paid to Revenue on time. • Report submitted by 30th June.
9. Comply with prompt payment legislation.	<ul style="list-style-type: none"> • Report results to the Department of Health • Report results on PSI website 	<ul style="list-style-type: none"> • Report results on time 	<ul style="list-style-type: none"> • Four quarterly reports to the Department of Health. • Four reports on website.
10. Manage PSI's property and assets in liaison with the Office of the Registrar.	<ul style="list-style-type: none"> • Manage and administer the functioning of PSI House and the facilities for PSI registrants. • Manage the implementation of the Planned Preventative Maintenance Programme • Reactive maintenance issues dealt with efficiently • Prioritise Health and Safety throughout the organisation. • In conjunction with the Office of the Registrar, ensure that meeting facilities in PSI House are 	<ul style="list-style-type: none"> • PSI House to be maintained at its current standard and condition • Planned preventative maintenance programme (PPMP) implemented on time • Resolve all maintenance problems promptly with the FM service provider • Regular reviews of health and safety in PSI House and training provided to appropriate staff. Update of PSI House Safety Statement as required 	<ul style="list-style-type: none"> • Smooth functioning of PSI House. • Weekly meetings with Facilities Management Contractor. • PPMP delivered on time.

ADMINISTRATION AND FINANCE UNIT			
2016 Operational Objective	Actions	Target	Metrics
	maintained and operated to a high standard		
11. Prepare the 2015 Annual Financial Statements (AFS) for external audit and approval by Council	<ul style="list-style-type: none"> Preparation and reconciliation of all financial transactions for 2015 Work with External Auditors to complete audit on time 	<ul style="list-style-type: none"> AFS Approved by Council in March 2016 and submitted to the Minister for Health by 31st March 2016 	<ul style="list-style-type: none"> 2015 AFS approved by Council and submitted to Minister for Health on time.
12. Human Resource Management	<ul style="list-style-type: none"> Liaise with Heads of Units, individual staff and HR Contractor as required Ensure compliance with Health Sector Pay Policy (circular 5/2013) Complete staffing statistics and return to Department of Health on time Administer the recruitment and induction of new approved staff 	<ul style="list-style-type: none"> Advise staff of any changes in pay, conditions or other factors as they arise Update personnel files as necessary 	<ul style="list-style-type: none"> Quarterly returns to Department of Health Staff complement maintained
13. Manage the Performance Management System including learning & development objectives in line with the Annual Service Plan and Corporate Strategy	<ul style="list-style-type: none"> Group and Individual training on objectives setting to staff where required Objectives set for all Staff Mid-year performance review End of year review and performance appraisal 	<ul style="list-style-type: none"> Q1 Q1 Q2 Q4 	<ul style="list-style-type: none"> Performance Management System fully operational with performance reviews and comprehensive learning & development in place to meet needs of PSI and with all staff members given the opportunity of further development.

ADMINISTRATION AND FINANCE UNIT

2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> In conjunction with line managers, identify appropriate learning & development initiatives 	<ul style="list-style-type: none"> Ongoing 	
14. Manage all aspects of recruitment	<ul style="list-style-type: none"> Coordinate all aspects of the recruitment process Liaise with unit heads, Department of Health and other agencies where appropriate 	<ul style="list-style-type: none"> To ensure the highest quality, and best qualified staff are employed by the PSI and all documents are to the highest standards 	<ul style="list-style-type: none"> To ensure PSI staff complement is maintained and PSI is fully resourced to carry out its statutory functions. Recruitment of new Registrar and employees carried out in line with public sector recruitment policy. Open and transparent recruitment processes implemented in line with best practice.
15. Manage, implement and update HR policies and procedures including Staff Handbook as required	<ul style="list-style-type: none"> Update the documents with the appropriate changes, ensuring that all legislative and public sector HR requirements are complied with Liaise with line managers on HR policies and procedures 	<ul style="list-style-type: none"> Q1 Ongoing 	<ul style="list-style-type: none"> To have a fully comprehensive updated staff handbook. Policies and procedures in line with best practice and public sector HR policies & procedures.

ADMINISTRATION AND FINANCE UNIT

2016 Operational Objective	Actions	Target	Metrics
16. Rollout Human Resource online management system	<ul style="list-style-type: none"> • Manage HR online management system and provide appropriate support to Unit heads including enhanced reporting and monitoring of staff leave and absences • Automate HR processes where possible including training records and performance management to new system 	<ul style="list-style-type: none"> • Automate HR processes where applicable/practical 	<ul style="list-style-type: none"> • Reduced administration and increased efficiency in HR management.
17. Carry out Organisational training wide analysis and develop Training policy	<ul style="list-style-type: none"> • Full training analysis of the organisation carried out • Analysis by department and budget needs identified for 2017 • Carry out mandatory training as required 	<ul style="list-style-type: none"> • Training policy developed • 2017 training needs identified for the organisation and department budgets identified Q3 2016 • Mandatory training given Health and safety 	<ul style="list-style-type: none"> • Training Policy approved. • 2017 training and budget agreed. • Mandatory training completed.
18. Ensure the PSI is tax compliant	<ul style="list-style-type: none"> • Ensure correct tax treatment applied. • Comply with Code of Practice Para 19 • All tax returns calculated, submitted and pay on time 	<ul style="list-style-type: none"> • Obtain and maintain tax clearance certification • All returns filed and paid on time • Submit returns via Revenue Online Service 	<ul style="list-style-type: none"> • All returns submitted and paid on time. • Current tax clearance.

ADMINISTRATION AND FINANCE UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Review tax obligations and compliance in light of new legislation, revenue statements and Codes of Practice 		
19. Continue to develop financial policies and procedures	<ul style="list-style-type: none"> Develop new policies and procedures as required Ensuring existing in line with government circulars, guidelines and best practice 	<ul style="list-style-type: none"> New policies and procedures developed, as required Update and document existing as required Carry out independent Audit /Certification of financial policies and procedures 	<ul style="list-style-type: none"> Fully documented and audited carried out in Qtr 2 2016.
20. Manage the procurement requirements of the PSI and review contracts	<ul style="list-style-type: none"> Ensure that proper procurement processes are maintained and public procurement rules adhered to Ensure compliance with Office of Government Procurement Ensure Corporate Procurement Plan (CPP) and PSI Procurement Policy are implemented and adhered to. Ensure cost savings and efficiencies are achieved where possible. 	<ul style="list-style-type: none"> Implement Corporate Procurement Plan (CPP) Implement annual procurement plan and targeted procurement activities Review of all cost items to identify areas to achieve savings and efficiency Rollout contract management procedures and Value for Money (VFM) analysis of completed contracts 	<ul style="list-style-type: none"> Planned procurements are undertaken as per Annual procurement plan. Manage unplanned procurement requirements. Annual procurement plan updated in Q1. VFM analysis undertaken on all completed contracts.

ADMINISTRATION AND FINANCE UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> The PSI will continue to engage in framework agreements with other agencies 		
21. Enhance the financial systems of the Administration & Finance unit	<ul style="list-style-type: none"> Process map current financial processes and against best practice and future requirements Research, scope, procure and implement new financial system 	<ul style="list-style-type: none"> Financial process mapping completed, specification drawn up New system procured and implemented 	<ul style="list-style-type: none"> Q 3 2016.
Learning and Growth			
1. Manage the PSI's Performance Management System	<ul style="list-style-type: none"> Objectives set for direct reports Mid-year performance Review End of year performance review 	<ul style="list-style-type: none"> Q1 Q2 Q4 	<ul style="list-style-type: none"> Performance objectives set and reviews undertaken.
2. Review and progress the development of staff in the Unit in line with the strategic development of the organisation and the performance management system	<ul style="list-style-type: none"> Review staff training needs, in conjunction with external HR consultant and address training requirements Ensure staff are provided with relevant financial training and maintain up-to-date knowledge of current accounting, taxation and 	<ul style="list-style-type: none"> Development and training needs analysis completed in conjunction with external HR consultant CPD Courses arranged as relevant 	Twice yearly reviews carried out.

ADMINISTRATION AND FINANCE UNIT			
2016 Operational Objective	Actions	Target	Metrics
	other regulatory requirements		
3. Enhance the understanding of financial policies, procedures and financial reports by staff in other Units	<ul style="list-style-type: none"> Finance staff to liaise with other staff on financial procedures and reporting 	<ul style="list-style-type: none"> Enhancement of internal controls Review, update policies, procedures and financial reports 	<ul style="list-style-type: none"> Training/Presentations as required. Policies, Procedures and Reports updated as required.
Customers and Stakeholders			
1. Comply with National payments plan, government circular 1/2013 on 'e-day' to increase use of electronic payments in key areas and migrate from cheque usage	<ul style="list-style-type: none"> All creditor payments to be processed by means of EFT and Direct debit Review and monitor EFT payment option for RPB 	<ul style="list-style-type: none"> Zero cheques issued Increase uptake of EFT payment option following review 	<ul style="list-style-type: none"> Zero cheques issued. Increased uptake of electronic payment options.
2. Introduce new document management system for financial documentation	<ul style="list-style-type: none"> To develop a system which will reduce paper based filing systems and move to online/electronic storage for financial information 	<ul style="list-style-type: none"> To work with ICT department and financial system providers to develop custom solution for A&F unit 	<ul style="list-style-type: none"> To improve filing and storage efficiency. Reduce printing and paper usage.
Financial and Corporate Management			
1. Effectively manage the risk register for the Unit in line with the PSI's risk management policy	<ul style="list-style-type: none"> Regularly review and update the Unit's risk register 	Report on Unit risks in line with the PSI's risk management policy	Risk management is embedded within the Unit and risks are managed appropriately.

ADMINISTRATION AND FINANCE UNIT			
2016 Operational Objective	Actions	Target	Metrics
	<ul style="list-style-type: none"> Escalate and report risks through the correct channels in line with the risk management policy and guidelines. 		
2. Keep under review the Unit's performance against the annual Service Plan.	<ul style="list-style-type: none"> Report on a weekly basis to the SMT on the Unit's performance Report to Committee and Council on performance against the annual Service Plan using the balanced scorecard 	<ul style="list-style-type: none"> Weekly reports to SMT Quarterly reports to Committee and Council 	<ul style="list-style-type: none"> Performance kept under continuous review and reports generated and presented on time.
3. Manage and review the 2016 PSI Budget and ensure that targets are achieved where possible and that necessary adjustment are approved on time	Constant monitoring of budget and liaising with budget holders	At least a break-even position at 31/12/2016 and each Unit operating within budget	Month end reviews of outturns and agree timely corrective actions.
4. To manage activities in the Administration and Finance Unit within the allocated budget	Manage budget	2015 Financial budget	Pay costs €419,000 Project costs €20,000 Operational costs €108,000 Facilities Management & General Organisation Costs €791,000 Total Budget for Unit €1,338,000

ADMINISTRATION AND FINANCE UNIT			
2016 Operational Objective	Actions	Target	Metrics
		Staff complement	6 staff plus project resources

ICT UNIT			
2016 Operational Objective	Actions	Target	Metrics
Business Processes			
1. ICT Review of ICT Systems including Registration Database, Case Management System (CMS), HR and Finance Systems	<ul style="list-style-type: none"> • Assessment of all ICT systems within the PSI. • Draw up list of potential vendors to complete the mini tender 	Q1 Spec, Tender & Implement	Implementation progress against agreed plan.
2. Document management system Inspection and Enforcement, Fitness To Practise /Paperless system/Archiving and File Management	<ul style="list-style-type: none"> • Provide technical assistance on the document management system 	Q1.Project planning and set up Q2. Analysis and specifications Q3. Implementation Q4. Developments completed.	Implementation progress against agreed plan.
3. Alignment of processes/systems b/t Irish Institute of Pharmacy	<ul style="list-style-type: none"> • Implementation of project depends on outcome of the ICT review 	<ul style="list-style-type: none"> • Q1.Project planning and set up. • Q2 Analysis and specifications • Q3 Implementation and Developments completed 	Implementation progress against agreed plan.
4. Website update (moved to Communications for 2016)	<ul style="list-style-type: none"> • Provide technical assistance to Corporate Governance and Public Affairs Unit on website upgrade 	Tender initiated Q1	Implementation progress against agreed plan.

ICT UNIT			
2016 Operational Objective	Actions	Target	Metrics
5. CMS upgrade (incl training)	<ul style="list-style-type: none"> • Training to commence in Q1 • Assess CMS requirements per department • Upgrade to features not currently been used • Merge 	<ul style="list-style-type: none"> • Q1.Project planning and set up. • Q2 Analysis and specifications • Q3 Implementation. • Q4 Developments completed. 	Implementation progress against agreed plan.
6. Digital Signage and AV systems upgrade/development	<ul style="list-style-type: none"> • Update existing digital signage and provide new digital signage meeting to other meeting rooms 	Q1 Spec, Tender & Implement	Implementation progress against agreed plan.
7. Phase 5a Registration and Finance implementation changes	<ul style="list-style-type: none"> • Implementation of part Phase 5A – project depends on outcome of the ICT review 	<ul style="list-style-type: none"> • Q2.Project planning and set up. • Q3 Analysis and specifications • Q4 Implementation 	Implementation progress against agreed plan.
8. Upgrade of Finance systems	<ul style="list-style-type: none"> • Provide technical assistance to the Finance department on the document management system 	Q3/4	Implementation progress against agreed plan.
9. Council/Committee's SharePoint Project (licences)	<ul style="list-style-type: none"> • Provide external committee members with access to committee documents on the SharePoint document management system. • Site will be incorporated with the new SharePoint 	<ul style="list-style-type: none"> • Q1 Spec, Tender • Q2 Implement and Developments completed 	Implementation progress against agreed plan.

ICT UNIT			
2016 Operational Objective	Actions	Target	Metrics
	document management system		
Learning and Growth			
1. Implement the PSI's Performance Management System	<ul style="list-style-type: none"> Objectives set for direct reports Mid-year performance Review End of year performance review 	<ul style="list-style-type: none"> Q1 Q2 Q4 	Performance objectives set and reviews undertaken.
2. Review and progress the development of staff in the Unit in line with the strategic development of the organisation and the performance management system	Review staff needs in conjunction with HR department to identify the development and training needs	Development and training needs analysis completed in conjunction with HR department by Q3 2016.	Twice yearly reviews carried out with staff.
3. Ensure users are appropriately trained in the use of ICT applications, as well as Data Protection requirements and records management	Assess training needs across the organisation	Needs analysis and training plan	Training provided.
4. Ensure users are aware of and adhere to ICT usage and data security policies	<ul style="list-style-type: none"> Review ICT Usage and Data Protection policies Incorporate Data Protection requirements into staff induction process 	Policies reviewed and staff understanding of Data Protection responsibilities.	Policies in place and adopted by users.
Customers and Stakeholders			
1. Provide ICT supports to the business functions of the organisation, the public and registrants	Maintain ICT infrastructure and systems	Functional and available systems	Available systems and ICT supports.

ICT UNIT			
2016 Operational Objective	Actions	Target	Metrics
2. Undertake new ICT initiatives to meet new functional requirements and support the implementation of new processes	Initiate ICT projects	Project management covering requirement specifications, procurement and implementation	Implemented systems on time and within budget.
3. Provide strategic ICT inputs to PSI Council and Management	Work with PSI management on innovative approaches to organisational developments	ICT enabling organisational development	Innovative approaches to business requirements.
Resource Management			
1. Ensure appropriate resources and skills are available for ICT developments	Source skills and resources	Mix of in-house and outsourced services in place as required	Skills and resources available.
2. To manage activities in the ICT Unit within allocated budget	Manage budget	2016 Financial budget	Pay costs €71,000 Operational Costs €291,000 Project Costs €86,000 Total Budget for unit €448,000
		Staff complement	1 Staff member plus project resources

PSI Budget for 2016

Introduction

The PSI budget for 2016 is based on the activities outlined in the Service Plan and compliant with the Corporate Strategy 2013-2017. The proposed operational expenditure for 2016 is €7.261m while the income budget is €7.213m. The 2016 budget is based on meeting, to the optimum level, the statutory obligations of the PSI within the constraints of resources available.

The financial operations of the PSI are conducted in a prudent and efficient manner, being mindful of the obligations placed on the organisation to protect and safeguard public health and welfare and to support the pharmacy profession in maintaining the highest possible standard of care.

The financial position of the organisation must be such that it supports the legislative requirements placed on the PSI, and that in application the PSI performs its functions in accordance with best practice in the governance of all its duties including the management of its financial affairs.

The projected expenditure in the 2016 budget provides for the continuation of the core functions and services as in previous budgets, any continued cost of projects commenced in 2015 and planned activities for the year 2016.

Pay Expenditure

The total pay budget for 2016 is €3.205m or 44% of the total operational budget compared to €3.278m in the 2015 budget. The staffing and pay levels are in line with Public Sector Health Policy and include approved recent posts by the Department of Public Expenditure and Reform.

Non-pay Budget

The non-pay budget covers the costs of goods and services to be procured by the PSI during the course of the year. It includes the regular contracted services and scheduled development projects. The PSI will continue to search for efficiencies, value for money and use ICT solutions where feasible, practical and valuable.

The PSI will ensure that public procurement procedures are implemented and that competitive tendering is undertaken for goods and services procured. The PSI will carry out its annual procurement activity in line with the corporate procurement plan and in particular the following planned procurement and tendering activities for 2016 will include:

- Document Management system
- HR Consultancy Services
- Media and PR Consultancy Services
- Printing and Design Services
- Stenography
- Catering Services
- Courier Services

A number of ICT development projects to enhance our ICT infrastructure are scheduled for 2016, including:

- Website redevelopment
- Detailed review and evaluation of ICT systems and registration database
- Procurement and implementation of new finance systems
- Development and enhancement of case management system.

External Development Budget 2016

The rollout and development of the Irish Institute of Pharmacy (IloP) will continue in 2015. The PSI will, along with the Department of Health, continue to fund the operations and further development of the IloP.

Exceptional Expenditure

The Council has agreed in December 2014 to seed-fund the APPEL shared service facility. There are two additional exceptional expenditure items which Council agreed to fund at the 16th December 2014 Council meeting:

1. IT System to manage the allocation and quality assurance of placements for the three Schools of Pharmacy
2. Tutor Training Programme

These items have not been included in the operational budget for 2016 and it is the recommendation of the Registrar that these projects be funded from PSI reserves (accumulated surpluses) as provided for in paragraph 12(2) of Schedule 1 of the Pharmacy Act 2007 and will therefore not affect the operational budget of the PSI for 2016.

Management of 2016 Budget

Each Unit will be responsible for managing its own budget. Regular reports will be issued to the Heads of Units. Variances will be considered and acted on by the senior management team.

The Administration and Finance Committee will review quarterly financial reports and will in turn report to Council. The quarterly reports will also be reviewed by the Audit Committee.

Cost Management

The PSI invests its funding as per its investment policy which was approved in 2015. The PSI will continue to manage its funding and cash flows to ensure availability and access to funding in order to service its requirements placed on it in legislation and any future developments that may so arise. PSI funds are currently invested with Ulster Bank, AIB Bank and Bank of Ireland. A number of banks are invited to tender for our investments as they mature. Bank interest rates continue to remain low and this trend will continue for the medium term.

Property/Facilities Management

In 2016, the PSI will be entering its fourth year of residency in PSI House. The premises continues to provides efficiency of resources with the ability to hold all meetings, fitness to practise inquiries, and events in house, as well as the ability to support regulatory colleagues and other stakeholders in the

provision of modern meeting facilities. In 2015, a new facilities management contract was awarded and this is expected to bring further efficiencies to the organisation.

Superannuation Scheme Funds

The contributions collected for our superannuation scheme are currently held on fixed term deposit. Tenders for re-investment will be sought, as these monies mature.

Summary Budget 2016

	€m.	€m.
INCOME 2015		
Registration of Pharmacists	2.352	
Registration of Retail Pharmacy Businesses	4.152	
Administration charges and other registration fees	0.052	
Bank Interest	0.027	
Other Income	0.03	
Funding allocation from DOH to the IloP	0.6	
	<hr/>	
Total Income		7.213
EXPENDITURE 2015		
Pay		
Costs	3.205	
Operational Costs	2.064	
Institute of Pharmacy (IloP)	1.29	
Project Costs	0.388	
Depreciation	0.314	
	<hr/>	
Total Expenditure		7.261
Projected Net Surplus/(Deficit) to be funded from Reserves		<hr/> (0.048) <hr/>
Additional Exceptional Expenditure to be funded from Reserves		€m.
<u>Seed funding of APPEL Shared Service Facility</u>		
Student Placement Database Development		0.150
Tutor Training Programme		0.130
		<hr/> 0.280 <hr/>