



AN RIALTÓIR CÓGAISÍOCHTA
THE PHARMACY REGULATOR

Service Plan 2017

Approved by Council, 8 Dec 2016

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1. Introduction

In 2013 the Pharmaceutical Society of Ireland (PSI) agreed a Corporate Strategy to direct the work of the organisation under key objectives for the following five years. The activities to be carried out by the PSI Council, its Committees and staff during 2017 will be the final actions under the current Corporate Strategy with its completion representing a significant milestone in PSI's history as we continuously strive to demonstrate through our actions, our commitment to delivering on our role as an effective health regulator focused on serving the public interest.

Each year, reflecting on the broader Strategy, the PSI seeks to envision its work for the following calendar year so as to meet the evolving needs of the organisation and the dynamic environment in which we operate. We have established our strategic intent under the following key themes, which carry-through in this 2017 Service Plan:

1. Promoting Lifelong Learning
2. Continuing to Assure High Standards of Patient Care and Good Pharmacy Practice
3. Facilitating the Development of Pharmacy as a Profession in Ireland
4. Ensuring Fair Registration Procedures
5. Delivering an Effective Compliance System
6. Ensuring the Delivery Capacity of the PSI
7. Corporate Governance
8. Engaging with Stakeholders
9. Getting our Message Out

The Service Plan for 2017 includes new projects as well as the continuation and further development of projects already commenced, and sets out the ongoing agenda of action and development which, together, ensure the achievement of the PSI's core statutory functions and operational priorities.

The PSI annual Service Plan is prepared in compliance with the Pharmacy Act 2007 (Schedule 1, paragraph 22) and in line with the provisions of the *Code of Practice for the Governance of State Bodies*, as published by the Department of Public Expenditure and Reform in 2016. This Service Plan has been developed through a process of consultation across the PSI, and has been reviewed by PSI Advisory Committees and approved by the PSI Council.

PSI management, under the leadership of the Registrar, keeps the Service Plan under regular review and we use the 'balanced scorecard' approach, as set out in the Corporate Strategy 2013-2017, to

assess our performance and delivery over the course of the year. The PSI continues to develop its internal systems and infrastructure so that it can maximise performance, ensure efficiency, and manage risk. The overall performance management process is overseen by the Council and its Advisory Committees. Recognising that risk is a constant in today's world and a critical governance concern, PSI management aims to ensure that we remain responsive to risk by reviewing and appropriately managing our organisational risks throughout the year and, through the PSI Audit Committee, providing ongoing assurances to the Council in this regard.

2. Objectives for 2017

Aligning with the final year of this current Corporate Strategy, and looking towards the next strategy-making process during 2017, this year's activities will include significant work directed to consolidating and developing the organisation internally. This will help prepare the PSI to meet the regulatory challenges of 2018 and beyond. As important inputs to our next strategy development process, we will also begin examining regulatory risk as applied to the totality of the work undertaken by PSI, as well as conducting some initial work on the complex area of hospital pharmacies and how regulation under the Pharmacy Act 2007 should apply in that sector. In summary, the following projects will be undertaken:

- Assessing the application of the European Foundation for Quality Management (EFQM) Excellence Model to the work of the PSI. EFQM is an internationally-proven framework model for ensuring organisational quality and performance. This Model will, potentially, play an important future role in ensuring we work effectively as an organisation to serve the public interest.
- Examining the PSI's regulatory risk approach to ensure that our system of regulation, including registration, fitness to practise, inspection and enforcement, can effectively meet our responsibilities, manage risks to public safety and welfare and provide assurance to patients and members of the public that pharmacists and pharmacy services can be trusted.
- Scoping, on an initial basis, the regulatory requirements applying to hospital pharmacies and how regulation under the Pharmacy Act 2007 should apply in this sector.
- Evaluating the processes required to manage circumstances where conditions and undertakings are attached to the registration of a pharmacist, and ensuring that these processes are suitably robust and reliable to protect public safety and the delivery of required professional improvement on the part of registrants affected.
- Developing the PSI's ICT infrastructure to ensure the organisation's capacity to effectively gather, analyse and store information relating to all of our functions is maximised and that all attendant information governance and security risks are addressed.
- Creating a HR strategy and workforce development plan to ensure that we have the necessary knowledge, skills and competencies in our workforce and the necessary HR supports in place to ensure high performance from our staff.
- Initiating a review of the PSI's core funding requirements, incorporating a fee review, that will identify the PSI's core funding requirements so that it can effectively and efficiently deliver on its statutory functions to the requisite standard while working within a balanced budget.

- Updating the Communications Strategy so that we can continue communicating our message as effectively as possible to the right people and through the relevant channels, including redeveloping the PSI website and considering our use of digital and social media
- Preparing a new PSI Corporate Strategy for implementation from 2018 that will build on the achievements from 2013-2017 and guide the PSI in the next phase of our development as an effective regulator, which is focused in its activities on patient safety and public protection.

In addition to the foregoing, each of the key objectives for 2017 are highlighted below in correlation with the objectives of the current Corporate Strategy. Our work will include deliberating on professionalism and ethics within pharmacy practice as part of our review of the existing Code of Conduct for Pharmacists. We will continue to support high standards of patient care and good pharmacy practice by developing and implementing information resources on identified patient and medication issues. In the area of education and training, we will be monitoring the ongoing roll-out of the CPD system for pharmacists and the implementation of practice review, as well as managing the ongoing accreditation of the 5-year Master's Degree programmes in the three schools of pharmacy. Consideration will also be given in 2017 to changes in national and EU legislation as they relate to our registration and education functions as internal process amendments may be required to be implemented by the PSI.

We will continue to develop and implement a risk-based approach to conducting pharmacy inspections to ensure that our inspection resources are being used as effectively as possible in the areas where there is the greatest risk to the health and safety of patients and the public. We will continue to develop understanding among the profession of the requirements around a changed process of routine pharmacy inspections, incorporating our new Pharmacy Assessment System and how this relates to the objective of implementing a risk-based approach. We will continue to support pharmacists and the wider pharmacy team with our completion of guidance relating to the operation of a pharmacy and to support safe dispensing and use of medicines.

We also plan to refine, and to make as accessible as possible, the information that we provide on our website, through our registration systems and public registers. It is our intention to ensure that our work incorporates wide consultation with PSI registrants, pharmacy students, patients and the general public to inform what we do and how we do it. We also work closely with other regulators and public bodies to ensure that we share relevant information, achieve ongoing efficiencies in service delivery, support quality improvement within healthcare organisations and safeguard public health and welfare.

The Pharmacy Act 2007 provides for a modern and robust system of regulation of pharmacists and pharmacies in Ireland and places very clear responsibilities on the PSI in respect of its regulatory role and its involvement in the development of the pharmacy profession in the interests of patient safety. Critical to all of our work, and central to our mission, are ongoing areas of activity which we will continue to deliver upon in 2017:

- operate 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 we effectively and fairly perform our statutory role in conducting inspections, investigations and in taking enforcement actions where necessary,
- manage the statutory complaints procedure and continue its operation, in accordance with the law, natural justice and fair procedures,
- promote good practice standards in the pharmacy profession and learning from inspection findings, concerns and complaints that we receive,
- comply with our own statutory obligations so that we are acting according to best practice standards in the governance of public bodies,
- operate a prudent financial policy and manage all PSI resources 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.

An overview of our key objectives for 2017

Our objectives for 2017 underpin the objectives identified in the Corporate Strategy 2013-2017.

Continue to review the Regulatory Processes set down in the Pharmacy Act 2007	a. Ensuring Fair Registration Procedures – Develop an effective and efficient register that is responsive to the changing needs of the public and the pharmacy profession.
	<ul style="list-style-type: none"> • Manage and develop relevant policies and processes necessary to implement legislative and policy changes arising from the requirements of the amended Professional Qualification Directive. • Review the current third country qualification recognition process; identify and implement changes as necessary to best facilitate the operation of a revised process in accordance with legislative and policy parameters. • Continue to progress the requirements of Section 30 of the Pharmacy Act 2007 in relation to what may or may not be done by a registered pharmaceutical assistant when acting on behalf of a pharmacist and the definition of what constitutes the temporary absence of a pharmacist.
	b. Delivering an Effective Compliance System– Maintain the confidence of the public and the profession in the Council's processes by developing a proportionate and targeted approach to regulatory activities.
	<ul style="list-style-type: none"> • Develop and implement a new inspection model that incorporates the Pharmacy Assessment System, a risk assessment system for pharmacies, and changes to routine pharmacy inspections. • Commence a review to identify further improvements to enhance the effectiveness of the Pharmacy Act 2007 and engage with the Department of Health in relation to appropriate statutory amendments or legislative change. • Further promote information sharing to the profession and others in order to encourage learning from and dissuade repetition of failures that are gleaned from inspection findings, complaints and concerns, so as to support best practice in pharmacy.

Continue to review Learning and Growth within the pharmacy profession	<p>a. Continuing to Facilitate Lifelong Learning– Create a supportive learning environment to enable good professional practice.</p> <ul style="list-style-type: none"> • Continue to progress and oversee the next phases of pharmacists’ engagement and involvement in mandatory continuing professional development. • Monitor the development of practice review for pharmacists to be undertaken by the Irish Institute of Pharmacy and in line with ensuring the effective implementation of mandatory continuing professional development for pharmacists. • Coordinate the piloting and implementation of guidelines and principles to frame educational remediation, including performance assessment, relating to Part 6 of the Pharmacy Act 2007. • Review and revise, as necessary, the interim generic accreditation standards for formal CPD programmes.
	<p>b. Continuing to Assure High Standards of Patient Care and Good Pharmacy Practice– Enhance patient safety through greater engagement and ongoing development of the profession.</p> <ul style="list-style-type: none"> • Commence a review of the current Code of Conduct for Pharmacists through extensive stakeholder engagement. • Continue the work programme to develop joint guidance with the Medical Council for pharmacists and doctors to promote patient health in relation to safe prescribing and dispensing. • Developing information resources on identified patient and medication issues including the dissemination of learning from regulatory processes to the profession
	<p>c. Facilitating the Development of Pharmacy as a Profession in Ireland– Ensure there is a vision for pharmacy into the future, with the appropriate education supports to achieve this.</p> <ul style="list-style-type: none"> • Working with other organisations, to support the implementation of recommendations provided in the report on <i>Future Pharmacy Practice– Meeting Patients’ Needs</i>. • Contribute to external initiatives and policies on pharmacy and medicines issues to facilitate the improvement of pharmacy and optimise patient care and safety and appropriate medicines management

Continue to review Financial and Corporate Management	<p>a. Ensuring the Delivery Capacity of the PSI– Develop a sustainable and high-performing organisation.</p>
	<ul style="list-style-type: none"> • Manage the PSI’s finances through timely and accurate monitoring, review and reporting of the PSI’s financial performance, and ensure it is properly and adequately funded and provides value for money. • Assess enhancement of PSI finance systems to include the introduction of a purchase order system, online expenses submission and improved organisation-wide cost approvals system.

	<ul style="list-style-type: none"> • Develop a workforce plan and strategy, based on a skills analysis and a review of recruitment and retention forecasting, to ensure the appropriate skills are available to the organisation to ensure we have the necessary numbers, skills and competencies to achieve our objectives and meet our statutory obligations. • Commence delivery of the 2016 ICT review recommendations to improve internal support systems, including the planning for the provision of an improved registration system, which will streamline processes and improve efficiency, and commence the development of a new 3-year ICT strategy with implementation plan to meet the business goals of the organisation using appropriate technology.
	<p>b. Corporate Governance– Ensure there are clear systems of accountability, decision making and performance reporting than enable us to meet our strategic, statutory and financial obligations.</p>
	<ul style="list-style-type: none"> • Develop the next Corporate Strategy, which will give consideration to the vision, mission and values of the organisation as well as the strategic objectives to be achieved over the next few years. • Provide assurance to the Council and other stakeholders regarding the work of the PSI. • Implement the recommendations of all internal and external audit reports. • Implement changes to policies and procedures arising from the updated Code of Practice for the Governance of State Bodies (2016) and recent governance review. • Undertake a review of the PSI’s information governance requirements including data protection policies and procedures in preparation for changes to arise in legislation with the implementation of the General Data Protection Regulation in 2018, and processes and procedures underpinning the Freedom of Information Act 2014. • Enhance our corporate performance reporting against service plans and corporate strategy 2013-2017 so that we are operating, measuring and reporting on our progress effectively and increasing efficiency.
	<p>c. Risk Management– Ensure there is a robust risk management framework in place which is integrated into business processes and performance.</p>
	<ul style="list-style-type: none"> • Ensure that the PSI has an effective risk management system by embedding the changed risk management policy across the organisation with timely review of our risks and reporting in accordance with the policy.

Continue to engage with Customers and Stakeholders	<p>a. Engaging with Stakeholders– Ensure there is active engagement with all stakeholders regarding our work.</p>
	<ul style="list-style-type: none"> • Complete a broad public and patient engagement exercise in order to inform our work and continue to engage with all stakeholders regarding the work that we do through public consultation processes. • Undertake a communications audit across the PSI’s key stakeholders and revise the PSI’s Communications Strategy to ensure that we continue to effectively communicate the PSI’s messages through appropriate channels.

	<ul style="list-style-type: none"> • Approve and implement a Customer Charter that will set out the service levels and expectations that all stakeholders can expect when engaging with the PSI.
	<p>b. Getting our Message Out– Ensure that we utilise a range of platforms and communication tools to communicate key messages.</p>
	<ul style="list-style-type: none"> • Develop an improved PSI website to effectively meet the needs of the organisation and all those we share information with. • Assess and implement a cohesive digital and social media plan. • Develop more visual aids to communicate key messages. • Manage media engagement to achieve Council's stated objective to be open and transparent in its work.

3. Financial Position 2017

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 function and the regulation of the delivery of pharmacy services in Ireland. It will continue to implement the measures detailed in the Corporate Strategy 2013-2017 and to 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 and in line with Council policy to ensure that future liabilities are funded as they arise.

Operational Expenditure Plan 2017

The 5 per cent reduction in registration fees implemented in September 2014 continues to impact on the budgeted income and, coupled with the increased costs arising from the delivery of the portfolio review and practice reviews by the Irish Institute of Pharmacy, has impacted on the ability of the PSI to operate within its limited annual income budget, despite the implementation of demonstrable efficiencies and cost savings throughout 2016 and foreseen in 2017.

Details of the proposed expenditure are outlined in the Service Plan. The 2017 Service Plan includes a budget drafted on the following basis:

- Organisation operational plan for 2017, as outlined in Service Plan
- The roll-out of the Pharmacy Self-Assessment System and number of other development initiatives as outlined in the Service Plan based on the Corporate Strategy 2013-2017
- Full-year effect of all approved staff by year end 2016
- Cost of additional staff recruitment planned for Q2 2017
- Strategic development of the internal HR function

- Continued roll-out and development of the PSI's CPD model and delivery by the Irish Institute of Pharmacy of additional activities requiring additional funding in 2017
- Implementation of the Corporate Procurement Plan with annual procurement activity mapped out for 2017 and incorporating the impact of concomitant efficiencies

The total operational expenditure for 2017 is budgeted at €7,718,960. This includes the project on the Review of the Code of Conduct budgeted at €44,148 which is classified as an exceptional expenditure item in line with the General Reserve Policy and it is proposed that this expenditure be funded from PSI reserves (accumulated surpluses) as provided for in paragraph 12(2) of Schedule 1 of the Pharmacy Act 2007. This results in a budgeted operating deficit of €322,577.

4. PSI Budget for 2017

Introduction

The 2017 budget is based on meeting, to the optimum level, the statutory obligations of the PSI within the constraints of resources available.

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 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 regulate pharmacy services in the interests of assuring the safety of all those using those services in Ireland. The PSI enhanced its budgetary process for the 2017 budget by implementing aspects of Activity Based Budgeting (ABB) and moving away from the previous historical cost budgeting approach.

The PSI budget for 2017 is based on the activities outlined in the Service Plan and compliant with the Corporate Strategy 2013-2017. In summary, the income budget is €7.352m and the total proposed operational expenditure for 2017 is €7.719m of which €44k is proposed to be funded from reserves, thereby projecting a deficit arising from operating activities of €0.323m. A further €318k has already been approved to be funded from the reserves for the Affiliation for Pharmacy Practice Experiential Learning (APPEL).

1. Overview of 2017 Budget Main Components

Income

For the 2017 income budget, we have budgeted a small increase in the registration numbers for both retail pharmacy businesses and pharmacists. The total income from registration fees and other related fees is expected to be €6.713m, an increase of €156k on 2016. Other income will remain relatively static with projected interest income dropping to an all-time low at just €15k.

Expenditure

The projected expenditure in the 2017 budget provides for the continuation of the core functions and services as in previous budgets, any continued cost of projects commenced in prior periods, as well as newly planned activities for the year 2017.

a) Pay Budget (€3.413m)

The total pay budget for 2017 is €3.413m being an increase of €0.196m or 6% on the projected 2016 outturn pay budget. The staffing and pay levels are in line with Public Sector Health Policy and include all posts approved by the Department of Health (DOH) in 2015. Staffing levels are set to reach 48 in 2017 plus additional seasonal resources. The budget for pay in 2017 incorporates the

unwinding of the Haddington Road Agreement through the Lansdowne Road Agreement and the associated public sector pay restoration implications.

b) Non-pay Budget

The non-pay budget covers the costs of all goods and services expected to be incurred by the PSI during the course of the year. It includes the regular contracted services and scheduled development projects.

(i) Operational Costs (€2.743m)

- Legal Fees and Inquiry Costs:

The budget for legal fees of €643k has increased by €238k from 2016 and reflects a reduction of €112k on the projected 2016 outturn. The 2017 budget is based on expected activity of 13 inquiries.

- Printing, Postage & Stationery:

The 2017 budget for Printing, Postage & Stationery of €139k has increased by €27k from the projected 2016 outturn. This is largely comprised of project printing costs and the maintenance and support of a new print management system in 2017.

- ICT Costs:

The budget for ICT operational costs of €386k has increased by €110k (or by €41,081 when 2016 ICT projects are included) from the projected 2016 outturn. Expenditure includes costs for Hosting & Support Services, Annual Software License Fees, Broadband costs and enhanced Disaster Recovery and Security systems.

- HR Costs:

The 2017 budget for HR costs is €157k and includes recruitment fees, staff and organisational development, as well as HR consultancy fees in relation to strategic workforce planning and development.

- Depreciation:

The budget for depreciation of €211k has reduced by €103k from the 2016 budget. The reduction in the figure from the 2016 budget is a result of the change in depreciation policy on Freehold Property following review of the useful economic life of PSI House. No depreciation is being applied to the property.

(ii) External Development Activity (IIOP - €1.394m)

The ongoing implementation and development of the PSI's CPD model through the Irish Institute of Pharmacy (IIOP) will continue into 2017, the last year of the current contract. The Department of Health will continue to fund the operations and further development of the IIOP in 2017 up to an amount of €600k. The total cost of funding the IIOP is €1.394m for 2017.

(iii) Internal Projects (€0.168m)

The 2017 Service Plan contains a number of key projects in compliance with the implementation of the Corporate Strategy 2013-2017 and include the:

- Inspection model and Pharmacy Assessment System project
- Review of the Third Country Qualification Recognition (TCQR) system
- Regulatory risk project
- Hospital pharmacy regulatory framework
- Corporate Strategy development post-2017
- Review of the Code of Conduct for Pharmacists

c) Exceptional Projects (€0.362m)

Two projects have been identified as exceptional projects and it is proposed these projects be funded from PSI reserves (accumulated surpluses) as provided for in paragraph 12(2) of Schedule 1 of the Pharmacy Act 2007.

1. APPEL (Affiliation for Pharmacy Practice Experiential Learning)

In December 2014, the PSI Council unanimously approved to seed-fund the establishment of the shared service facility for practice placement provision across the three academic institutions (APPEL).

Establishment costs for placement matching database	150,000
E-learning programme for tutor training	108,000
Face-to-face tutor training in years 2 and 3	60,000
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	318,000

In December 2015, the Council approved that the seed funding be taken from reserves. It is recommended by the Administration and Finance Committee that the seed-funding be taken from the remaining balance in the Property Reserve Fund and the balance from the General Reserve.

2. Code of Conduct (€0.044m)

A review and updating of the Code of Conduct for Pharmacists is required in 2017. The current Code of Conduct for Pharmacists was drawn up in 2009 and the Council of the PSI undertook to review the Code of Conduct every 5 years.

It is proposed to fund this project from the PSI General Reserve and in compliance with the PSI General Reserve Policy.

In summary, the 2017 budget proposes a budgeted operating deficit of €0.322m and a further €0.362m relating to exceptional projects be funded from accumulated reserves in line with the PSI Reserves Policies and Pharmacy Act 2007. The capital budget for 2017 totals €0.243m primarily relating to ICT development projects arising from recommendations contained in the Report on the ICT Environment Review undertaken in quarter three of 2016.

2. Management of 2017 Budget

a) Procurement planning

The PSI will continue to search for efficiencies, value for money and use ICT solutions and Office of Government Procurement (OGP) frameworks where feasible.

The PSI will ensure that its procurement policies and 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 2017 that have been identified:

- Legal costs
- External printing
- Outsourcing of certain CPD activities and services delivered under the Irish Institute of Pharmacy (IIOP)
- Website redevelopment
- External auditing services
- Stenography services
- ICT projects:
 - Disaster recovery and security
 - ICT systems penetration test
 - Electronic document management project
 - Functional specification for new registration and case management systems

b) Financial Management

Each Department/Unit will be responsible for managing its own budget. Regular reports will be issued to the Heads of Departments and Unit Managers. Monthly meetings will take place with each budget-holder and a PSI accountant to discuss progress and any resulting variances. All variances will be considered by the Senior Management Team and remedial actions taken as required.

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.

c) Investment Management

The PSI invests its funding as per its Investment Management Policy which was approved by Council in 2015 and revised end 2016. 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.

The contributions collected and held for the Pharmaceutical Society Superannuation Scheme 2016 are currently held on fixed-term deposit. Tenders for re-investment will be sought, as these monies mature.

d) Property/Facilities Management

In 2017, the PSI will be entering its fifth year of residency in PSI House. The premises continues to provide 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. The Operations Department will continue to work closely with the facilities management service provider to maintain the property to a high standard and action promptly maintenance issues as they arise.

Summary Budget 2017

	€M	€M
Income 2017		
Registration of Pharmacists	2.470	
Registration of Retail Pharmacy Businesses	4.185	
Administration Charges & Other Registration Costs	0.057	
Bank Interest	0.015	
Other Income	0.025	
Funding allocation from DOH to the IloP	0.600	
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Total Income		7.352
Expenditure 2017		
Pay Costs	3.413	
Operational costs	2.743	
Institute of Pharmacy (IloP)	1.394	
Project Costs	0.169	
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Total Operational Expenditure		7.719
Operating Surplus/(Deficit)		(0.367)
Exceptional Expenditure		
APPEL		<u>(0.318)</u>
Projected Net Surplus/ (Deficit)		(0.685)
Adjustments		
Proposed Funding from Reserves		0.044
Approved Funding from Reserves		0.318
Adjusted Surplus/(Deficit) for the Year		<hr/> (0.323) <hr/>