

Pharmaceutical Society of Ireland
Review of Council Sub - Structures
REPORT

BetterBoards
June 2018



Pharmaceutical Society of Ireland
Report on Review of Council Sub – Structures

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1. Executive Summary

In April 2018, the Council of the PSI engaged Betterboards to undertake a review and formulate recommendations for any alternative sub –structures which would support Council more effectively and improve the effectiveness of Board operations. In our view, a review of sub –structures to support the PSI Council more effectively must firstly review the role of the Council itself. The best outcome is one in which the respective roles of Council and its Committees are clear, appropriate, aligned, and optimize the time and resources of the Council and the management team, whilst being fit for purpose for the future development and implementation of PSI Strategy.

The 2017 Council Evaluation identified the need for greater ownership at Council of the strategic plan and budget, the need for greater delegation to management, and better use at time at Council meetings. A review of Council minutes (public section) in 2017 indicates that the CEO / Registrar’s Report is the only recurring item on the Council agenda apart from report from Committees, but that this item is for briefing purposes only. The core strategic functions of Council are discharged in the initial stages at least through either a Working Group (e.g. strategy) or a Committee (Administration & Finance on review of budget amounts).

It is also clear that the Council’s role under the Pharmacy Act 2007 in the hearing of individual Fitness To Practice cases at private session is hugely demanding of Council’s time and of individual members in the preparation for and participation at these sessions. In our view, the Council’s role in this regard requires extensive review. It impacts adversely on the Council’s ability to perform its core strategic roles, and the role of the Council will not be optimal until this requirement is removed.

Notwithstanding these medium-term challenges, the Committee Chairs as part of this review, identified a number of recommended core functions to be considered end to end by the Council in the future. They also identified a number of principles to underpin the framework for Committees to optimise and clarify the role of Council and any Committees.

As part of this process, a review of the current list of delegations underpinning the work of the current Committees was completed by the management team and highlighted a range of delegations which they considered were more appropriate to be delegated by the Council to the management team, rather than to Committees, in light of their operational nature. This overall approach was considered by the Committee Chairs and it was agreed in principle to bring forward a recommendation to the Council to adopt these changes, subject to a detailed review of the proposed changes.

A review of external benchmark organisations indicate that PSI has more standing Committees in place than any other of a range of benchmark organisations. The nature and form of these Committees (other than Audit) vary according to the organisation needs, and would indicate that PSI may need fewer Committees, and any Committees are best focused on meeting PSI’s current and future needs.

There is a mixed view on the effectiveness of the current Committees amongst Committee Chairs and the management team. The Resourcing Review Report carried out by Mazars in 2017 indicated that the administration support to the current structure takes up to 7% of available management and staff time. There is a consensus that all Committees work hard, but there are varying views on the effectiveness of their outputs. The rationale and role of co-opted members is also unclear. The Council seeks assurance from the Committees through the reports submitted, and any verbal report from the Chair. However, there are instances where the alignment of the roles of Council and the Committee in respect of some issues e.g. review of strategic financing and resourcing, may be unclear, leading to confusion in Council discussions.

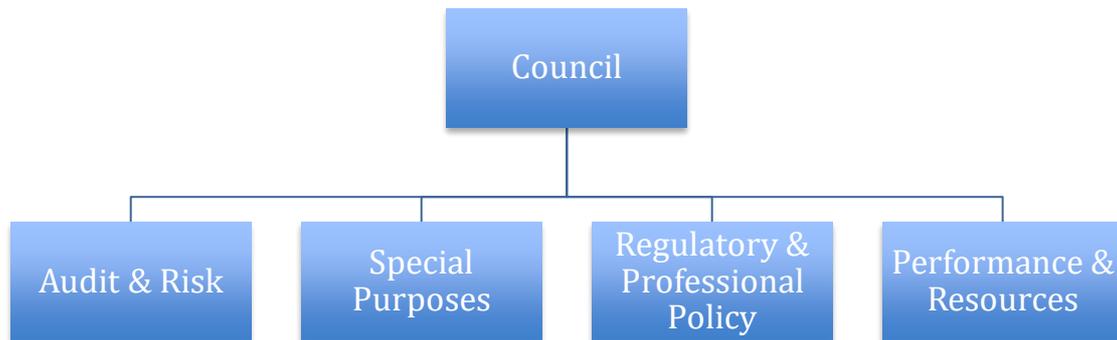
PSI has adopted a new Corporate Strategy 2018 -2020. Any new Advisory Committee structure should ensure that it is aligned to facilitate the implementation of the new strategy and its four strategic result areas. Equally the nature and form of these Committees needs to comply with the Code of Practice for the Governance of State Bodies which PSI is subject to, and best practice elsewhere.

Having considered all of the evidence as outlined above, the recommendations from this review are therefore divided into two phases:

Phase one: - immediate (3-6 months); and Phase two medium term (2-3 years).

Phase one (3 -6 months) recommendations include:

1. Following discussions with the Council on 17th May 2018, agreement in principle was secured for a revised framework for Council, with enhanced delegations to the Registrar for some of the operational functions currently carried out by the Advisory Sub - Committees. In practice, this means documenting: -
 - a. those strategic matters reserved to the Council (See current outline set out in Appendix 5); and
 - b. those operational matters delegated to Registrar from Council (See Appendix 3)
2. Council to review and agree its Work Plan for the Council meetings for 2018 so as they ensure they have scheduled key agenda items in advance e.g. service plan, budget etc.
3. Assign oversight responsibility for implementation of the recommendations in this Report to the Chairs Forum, together with the Registrar.
4. Retention of the Audit & Risk Committee with a revision to their Terms of Reference
5. Agree a detailed schedule of matters reserved to the Council, approve additional delegations re operational matters to Registrar , prepare new delegated framework of authorities from Council to Registrar, and agreed responsibilities for role of Chair. The PSI Executive proposed revisions to the Consolidated List of Delegations under the Pharmacy Act 2007 (at Appendix 3) provides a strong basis for separating out operational matters which need to be delegated to Registrar and those matters which are of a strategic nature and need to be reserved to Council and its sub Committees. This List can inform the drafting of the detailed schedule of matters we are recommending is put in place for the Council (including its new Committee structure) and the Registrar in due course.
6. Stand down the Registration & Qualification Recognition Committee, the Professional Development & Learning Committee, the Pharmacy Practice Development Committee, the Inspection & Enforcement Committee, the Nominations Committee, and the Administration and Finance Committee, in an orderly fashion to be agreed by the current Chairs Forum and in alignment with the Council and membership requirements.
7. Agree the draft Terms of Reference and establish three new Committees namely:- Regulatory & Professional Policy, Performance & Resources and Special Purposes effective from a date to be agreed with the Chairs Forum but no later than 1 September 2018.



8. Review and identify the composition of skills and experience required for each Committee. If new skills or experience required, determine the most appropriate route to identify this.
9. The Chair's Forum to manage the transition of functions to the new Committees
10. Conduct a review of the implementation, effectiveness and lessons learnt of new Committees in August / September 2019 with a view to making improvements to the new sub structures as required.

Phase two (2-3 years) recommendations include:

1. As part of the wider reform of legislation being sought by the PSI, seek legislative reform to allow Council to delegate Fitness to Practice hearings to Registrar/ management team.
2. Continue to monitor and keep under review any other reforms required in the light of experience of the new Advisory Committee structure.

2. Approach to the Assignment

The Council of the PSI engaged Betterboards to undertake a review and formulate recommendations for any alternative sub –structures which would support Council more effectively and improve the effectiveness of Board operations. The was required to include:

- Review the role and governance remit of the six Advisory Committees in addition to the Chairpersons forum and the Nominations Sub-Group (hereafter called the 8 Committees).
- Assess whether the resources involved in supporting the sub-structures are an effective use of resources given competing demands (with reference to resourcing review report 2018 -2020 carried out by Mazars).
- Assess whether the current sub-structures of Council are contributing to the effectiveness of Council and streamlining of Council business.
- Make recommendations in relation to any alternative sub-structures of Council which would support Council more effectively.

In accordance with our proposal, the following steps were taken in completing this assignment:

- We met with the President and Registrar to agree our approach
- We reviewed Council and Committee documentation
- We drafted a questionnaire for use in discussions with the Chairs of the 8 Committees
- Held individual meetings with the President, Registrar, and 6 Committee Chairs
- Held a workshop with the management team
- Held two workshops with the President and Committee Chairs
- Reviewed external benchmarks
- Prepared draft presentation
- Presented to Council at its meeting of 17th May 2018
- Drafted report
- Finalized report

3. Methodology /Observations

In this section, we set out the Methodology we applied to analysing the relevant PSI Data in the various forms we received it and our observations / feedback: -

3.1 Review of Documentation:

The desk top review we conducted of the PSI relevant documentation has been broken down into the following three categories: -

A. Organisation

B. Council

C. Committees

3.1.A. ORGANISATION

We reviewed the following relevant organisation documentation for the purposes of this Report: -

- Annual Report 2017
- Corporate Strategy 2013-2017
- Corporate Strategy 2018-2020 and its alignment with current Advisory Committee structure
- Service Plan 2018
- Resourcing Review Report (Mazar's) 2017

Observations:

- *The structure of the Advisory Committees is not clearly aligned with the PSI four strategic result areas for the 2018-2020 Corporate Strategy*
- *The work plan for the Committees is not clearly aligned with the overall Service Plan 2018*
- *We note the Mazar's Report where it states (section 4. Governance, Council and Committees)*

The process of co-ordinating and liaising with the Council, advisory committees and working groups should be reviewed and streamlined where possible

Administrative support should be made available to support managers with the administering of Council and Committees ensuring that administrative tasks that may be delegated are delegated

3.1.B. COUNCIL

We reviewed the following relevant Council documentation for the purposes of this Report: -

Pharmacy Act 2007

Sections 7 along with 8 and 9 sets out the principal functions of PSI under the 2007 Act.

Section 11 provides that PSI may delegate its functions to Committees and Schedule 1 of the 2007 Act specifically provides for Advisory Committees to support the Council's work.

Results of review of Pharmacy Act 2007:

The following table sets out a list of the PSI statutory powers and functions under the 2007 Act and the current delegation from the Council to the current Advisory Committee structure (which includes Working Groups)

Observations on Pharmacy Act Statutory Powers v Advisory Committees Tasks:

The table demonstrates that

- *there is an overlap between a number of Committees and*
- *a small number of Advisory Committees are carrying out the PSI statutory functions which is relevant to this Report*
- *there are significant opportunities for greater efficiency in Committees*

PSI Corporate Governance Framework which contains the Schedule of Matters Reserved to Council

Section 6.2 And Appendix C of the PSI Corporate Governance Framework sets out those matters reserved to the Council.

The table below summarises the results of review of PSI Corporate Governance Framework which lists those matters reserved to Council and how these are currently delegated to Advisory Committee and Working Groups set out below: -

PSI Corporate Governance Framework Para 6.2 Collective Responsibility of Council	CF	RQR	PDL	PPD	I&E	AF	A&R	SWG
1.Stewardship role	✓							
2.Compliance with Statutory obligations		✓	✓	✓	✓	✓	✓	
3.Integrity of accounting / financial reporting systems						✓	✓	
4.Appropriate controls e.g. risk, financial etc.		✓	✓	✓	✓	✓	✓	
6.Exercise prescribed regulatory and law enforcement duties		✓	✓	✓	✓			
7.Develop Strategy and Policy		✓	✓	✓				✓
8.Monitor Implementation of Policies and acts of Committees	✓							
10. Councils relationship with Registrar								
11. Review effectiveness	✓							



Observations:

- *Further best practice in corporate governance would require organisations to develop a more detailed schedule of matters reserved to Council so that at an executive level and non-executive level there is maximum clarity on each party's roles and responsibilities in respect of each area. . (These matters were addressed at the Chairs' and management team workshops)*

- **Code of practice for the Governance of State Bodies**

The following table below is a list of the minimum mandatory matters that must be reserved to Council under the Code of Practice for the Governance of State Bodies: -

PSI Governance Model re Matters reserved to Boards under Code of Practice for the Governance of State Bodies	PSI Council		Committees/ Working Groups
1. Significant acquisitions, disposals and retirement of assets of the State body or its subsidiaries. The schedule should specify clear quantitative thresholds for contracts above which Board approval is required;			✓
2. Major investments and capital projects;			✓
3. Delegated authority levels, treasury policy and risk management policies;			✓
4. Approval of terms of major contracts;			✓
6. In non-commercial State bodies, assurances of compliance with statutory and administrative requirements in relation to the approval of the appointment, number, grading, and conditions of all staff, including remuneration and superannuation;		✓	
7. Approval of annual budgets and corporate plans;		✓	✓
8. Approval of annual reports and financial statements;		✓	✓
9. Appointment, remuneration and assessment of the performance of, and succession planning for, the CEO; and			
10. Significant amendments to the pension benefits of the CEO and staff.			

Observations:

- *There are currently limited functions reserved to Council for end to end consideration*
- *The opportunities for Council for collective consideration of items from proposal to decision are limited*

Recommendation:

- The Council to comprehensively and clearly develop a Schedule of Matters reserved to itself in accordance with the requirements of the Code on Practice for the Governance of State Bodies which PSI is subject to.

It is completely acknowledged that the Council may delegate some or part of their responsibilities to Committees to do the detailed work and then make a recommendation to Council. However, it is also clear that the role of Council itself should be clear, before any changes are made to the Committee structure.

Council's agendas and minutes for 2017

It is noted that approximately 50% of Council time is spent in public session (morning meeting / advisory committees); and 50% is spent in private session (afternoon session / statutory / fitness to practice committees). As this report is reviewing the Advisory Committee structure only, this section of the report is focused on analysing the Council agendas and minutes in the context of the public meetings.

Results of review of Council's Agenda and minutes: -

As an example, a review of the indicative timing of the Council agenda for the Mar 2018 meeting indicates that the total time spent in Council public meeting is 3.5 hours to address the following items:

- 15 mins scheduled for Declarations of interest / approval of previous minutes;
- 1 hour scheduled for Registrar's Report (for briefing /reporting purposes but no approvals sought). In reality, we were advised by the Chairs this report tends to go on for over 1.5 hours and
- 1.5 hours scheduled for Committee Reports / seeking approval (we are advised that Committee reports tend to be much shorter in recent times notwithstanding that the Committees are seeking all the approvals / decisions of Council)
- 30 mins Council including 15 mins scheduled for closed session of Council.

Observations of Council agendas / minutes: -

- *None of the matters reserved to Council as a minimum requirement of the Code of Practice for the Governance of State Bodies are dealt with at Council level from end to end*
- *The Registrar's Report to the Council is primarily for briefing purposes*
- *Recommendations for approvals and decisions that Council is required to make come largely from Committee Chairpersons, while the Registrar also brings forward some matters separately for decision.*
- *The current Chairs Forum reviews in advance / at the beginning of the year the Council work plan / rolling agenda for its upcoming years business. However, this process could be improved and extended to the sub Committees*
- *It would be highly desirable if the Council considered on an annual basis how it wishes to spend its time based on its statutory requirements and good corporate governance.*

Annual Evaluation of Council's performance

Under the Code of Practice for the Governance of State Bodies there is a requirement for the Council to undertake an annual self-evaluation of its own performance and that of its Committees. An external evaluation proportionate to PSI's size and requirements should be carried out at least every three years.

The last PSI external evaluation carried out in 2016 by CIPFA stated that

“Overall, CIPFA found that the structure of the Council's Committees worked well in practice. There is a degree of uncertainty about the work of the Audit Committee but having the Chair of the Audit Committee appointed from the Council should give its work greater exposure. The Chairpersons Committee could make a greater contribution to the effectiveness of the Council by re-visiting its purpose, role and refreshing its terms of reference.

Committee performance should be reviewed annually at one of the meetings and this could be overseen by the Chairpersons Committee. “

In 2017 PSI carried out its own evaluation and members stated that there was

” Confidence in work of sub – committees but areas of improvement included: -

- Better use of board meeting time - in particular the discussions of sanctions (private members time) is extremely resource intensive relative to decisions made, requiring all Council members involvement in the detail of a process which necessarily takes significant time (apparently a requirement from legislation but needs to be addressed)
- Needs to be more clarity of roles between Council and Management- Board discussions can get into excessive detail and become circular. There needs to be greater trust of Management and this trust needs to be earned. - in broad terms, more delegation and better accountability
- Council needs to feel it has ownership of 3-5-year financial plan.
- Council needs to have input into annual budget and balanced scorecard.
- Explicit linkage between strategic planning process and funding review
- More understanding of financial reports
- More work should be done at committee level allowing more time for discussion at Council meetings.
- Attempt by some Council members to micromanage, and unfortunately, this leads to a level of mistrust and frustration at management level”.

Observations

- *Need for role of Council to be reviewed was recognised by members*
- *Capacity for Council members to take ownership of key items such as annual budget, 3-5-year financial plan, and funding was limited.*

3.C ADVISORY COMMITTEES (including Chairperson’s Forum and Nominations Committee)

We reviewed the following relevant Advisory Committees documentation for the purposes of this Report: -

Committee agendas and minutes for 2017

In the context of this Report we reviewed all the 2017 minutes and agendas for the Advisory Committees, Chairperson’s Forum and Nominations Committee and tracked a number of items which started at Committee and went through to Council with a recommendation for approval which were generally approved.

Results / Observations of Review of Advisory Committee agendas and minutes for 2017

- *There was limited evidence that the Committees had an agreed work programme for the upcoming year or agreed key performance indicators (KPI’s) thereby limiting their capacity to evaluate their performance*
- *Some of the items dealt with at Committee level reflected Strategic Policy matters which more appropriately might be dealt with at Council E.g. Hospital Pharmacy Project Policy on Dispensing process and Supply of Medicines, Pharmacy Assessment System, Guidelines on Sale and Supply of non-Prescription Medicines Guidelines on Management and Supervision of retail Pharmacies*

- *Committee Reports of the Chairs to Council are not reviewed by Committee members in advance of being published. As a result, the Committee members may see them only after they have issued.*
- *There is variability in patterns of access by Committee and Council members to Committee papers and minutes, with consequent implications for transparency and understanding of Committee issues amongst Committee and Council members*
- *Evidence of some inconsistency in process used at Advisory Committees in relation to for example declarations of interest, Committee budgets and service plans.*

Delegation

We reviewed the Consolidated List of Delegations Made under the Pharmacy Act 2007 and the Rules made under it V 1.2 March 2018 (Sub Committee Delegations) and noted that the document provided for the following number of delegations to the Committees.

RQR -8; Fitness to Practice – 16; PDL – 19; I&E- 8; PPD – 1.

There was limited evidence of the awareness by Advisory Committee Chairs of the existence of the Consolidated list of Delegations.

Results / Observations of the review of Delegations

- *The management team acknowledged that the Sub Committee Delegations required review following the workshop conducted with management team and Better Boards in April 2018. It is acknowledged that this Sub Committee Delegation document reflects the historical original operational structure when PSI was established and now needs to reflect the current organisational model and priorities*
- *It was accordingly agreed that it this Sub Committee delegation would be reviewed with a view to delegating to Registrar the maximum amount at an operational level in line with best corporate governance practice. A revised list of Delegations is accordingly enclosed at Appendix 3. This will also have consequent implications for Council in relation to their requirement to document their reserved powers.*

Terms of Reference of Advisory Committees

We conducted a review of the Terms of References of Advisory Committees, Chairperson's Forum and Nominations Committees.

Results and observations of Terms of Reference of Advisory Committees

- *Some examples of overlap in Terms of Reference with two or more Committees e.g.*
 - *RQR provides for development of ...and Policy in all matters relating to registration and recognition of graduates with PDL*
 - *RQR has a provision for audit on a random basis and in accordance with standard operating procedures for PSI... this overlaps with Audit & Risk Committees function.*
 - *Evidence of overlap between work load of A&F and Audit and Risk Committees*
- *Limited alignment with Terms of Reference and Sub Committee Delegations*
- *Concern that the Terms of Reference of A&F Committee provide for approval of procurement contracts which exceed EU Threshold prior to award when corporate governance guidelines require that approval of significant contracts is one of the category of matters reserved to Council. It is acknowledged that Matters Reserved for Council in the Governance Framework and the PSI's Council-approved Procurement Policy need to be read together in relation to procurement matters, thresholds and approvals. However greater clarity is needed here.'*
- *In the Nominations Committee Terms of Reference there is a lack of transparency around the selection process including decision / methodology used to co-opt members to Committees. It is also silent on requirement to consult with the Chair of the Committees in the filling of vacancies.*

- *The rationale for the number or skill profile of cooption of members to Committees is unclear.*

3.D Responses to interviews with Chairs and Registrar based on bespoke Questionnaire (Appendix 4)

Key themes Emerging: -

Overall Council has delegated significant number of its reserved powers

- On occasion over 80% of public meeting time spent on Committee reports (although recent monitoring of time usage has reduced this significantly)
- At least 50% of Council time spent in private meeting, with mixed views on its impact
- Working Groups (e.g. Strategy) seem to operate very effectively
- Committee structure in place prior to 2007 Act, and largely reflected organization's structure at that time e.g. Administration and Finance
- Significant dependence on 6-7 Council members to populate Advisory Committees
- Council view of Committee influenced by view of Chair/ quality of report to Council
- Limited evidence of alignment of work of some committees with Service Plan / Strategic Plan
- Limited awareness of process of appointment of Committee members
- Limited evidence of rationale for appointment of co-opted members

The stated desired outcomes from Review as expressed by the Chairs included:

- "Clear proposal for effective structure of Council / Committees
- Identify ways to be more effective as a Chair and Council member
- More structured set up of committee structures to support Council
- Evidence to make an informed decision to stay as is or change
- More efficient use of Council's time (especially in trying to do work of Executive)
- A more productive Council with optimal individual roles
- Have inputs of time matched by quality of outputs
- To identify road map for the future "

Operation and composition of Committees

- Mixed view on level of understanding / awareness of Committee Terms of Reference
- Increasing effectiveness in quality of reporting to Council. However, report not shared with Committee members impacting on agreed understanding of context and issues
- Assurance provided by Committees to Council very much depends largely on confidence in Chair and quality of report
- Limited understanding of rationale for composition of Committees, including extent of co-option. Rationale for co-option is based on access to skills and reducing time burden on Council members
- Process for appointment is not clear to all
- Confidence in quality of management support to Committees
- Expectation that 12-20 days pa would be required from Chairs but in reality, ranged from 20-40 days

Outputs from Workshops conducted

A workshop was conducted with the senior management team in April 2018. The objectives for the review identified by the team included:

- To identify road map for the future
- Current structure has mixed value in terms of feedback with duplication of efforts;
- Wish to consider what is the best way for PSI to get the expertise they need
- Desire to learn from other organisations
- Clarity on role of I&E Committee required, no clear functions other than oversight
- Desire to look at Act and decide then where appropriate delegation needs to be made
- Recommend delegating decisions to Registrar at operational and business level; Council to retain Strategy and Policy
- Desire to streamline Council and Committees processes which currently work backwards from date Council Committee scheduled to meet
- Need of management team for more challenge, input and feedback at a strategic level “

Two actions were agreed by that workshop which included:

- Review current list of delegations to identify those inactive/ those potentially to be assumed by Registrar
- Review standard list of reserved functions for Council to clarify how a number of functions are discharged e.g. ensure Council's relationship with Registrar, employees of PSI and advisors operate effectively

Two workshops were held with the Chairs in May 2018. A number of principles were agreed at these workshops to inform any future Committee framework. These included:

- Clarity on role of Council
- Greater Alignment of Committee structure to strategic priorities
- Delegate maximum to Registrar as appropriate
- Retain Audit and Risk Committee
- Alignment of framework with PSI strategic goals
- Number of Standing Committees to be as small as possible - maximum use of working groups for specific outcomes
- Improved communication process Council / Committee
- Clarity on appointment process to Committees
- Composition of Committees needs to have required skills (internal / external). Rationale for that composition needs to be clear
- Induction process needs to comprehend all Council / Committee member, including co-options
- Clarity on ongoing process for governance review, - lessons learnt, terms etc.

4. Recommendations

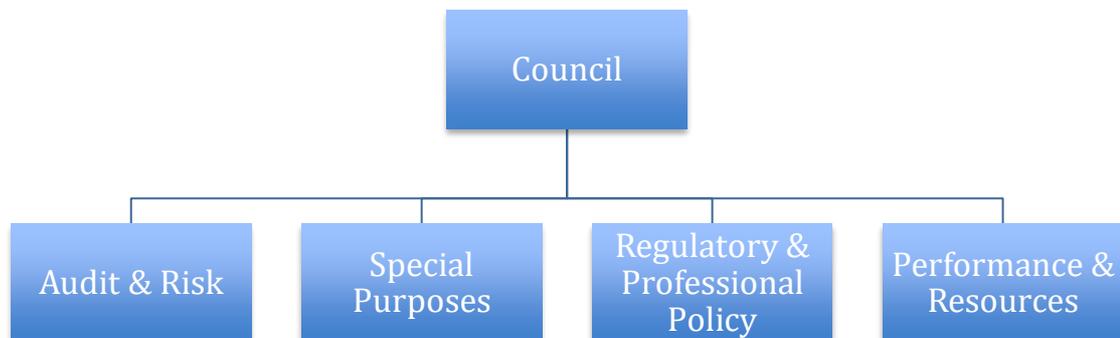
4.1. The context for these recommendations is their alignment with the four strategic pillars of the PSI Corporate Strategy 2018-2020 which are: -

- Promoting professionalism and quality in pharmacy
- Impacting through deeper collaboration and engagement
- Regulating effectively for better health outcomes and patient safety
- Building an effective organisation and benchmarking our performance

4.2 It is recommended that the future role of Council needs to be clear on those matters reserved to the Council to include the following:

- Focus on areas of strategy / policy
- End to end consideration of key items to include:
 - Strategy incl. HR strategy
 - Service Plan
 - Budget
- Regulatory and professional Policy areas
- Approval of Committee structure, Terms of Reference and annual work plan
- Revise Registrar's report to include
 - Focus on KPI's to include increased delegations
- Update on implementation of decisions made
- Continue review of Risk Register / approval of financial amounts >€25,000

4.3 On that basis, an overall Advisory Committee model is proposed to include as follows:



This model should also include:

- Working Groups to support Committees as required
- Skills Analysis & evaluation process to identify best match of current skills to new Committee requirements
- That the President would consult with the Special Purposes Committee in the appointment of Chairs and membership of these Committees.

4.4 The overall indicative outline of the Regulatory & Professional Policy Committee would include as follows:

Key agenda areas

- Effectiveness of current regulatory regime
- Future of regulation (incl. Fitness to Practice process)
- Regulation of hospital pharmacies
- Review of Pharmacy Act 2007
- Future of pharmacy profession
- Matters of professional development e.g. education and new CPD platforms etc.

Core Skills Mix needed

- Member of pharmacy profession, Legal, Regulatory

Other Skills needed

- Understanding of patient advocacy, public interest, experience of international models, developmental

4.5 The overall indicative outline of the Performance & Resources Committee would include as follows:

Key agenda areas

- Organisational performance and development
- Resource optimisation e.g. finance, people
- Governance
- Appointments – Statutory committees
- Other statutory powers not delegated to Registrar

Core Skills needed

- Strategy & business management, Finance, Governance,

Other skills needed

- HR, Organisation Development,ICT

4.6 The overall indicative outline of the Special Purposes Committee would include as follows:

Key agenda areas

- Urgent items arising between meetings requiring Council approval

Basis of operation

- Only as required on an adhoc urgent needs basis in the view of the President in consultation with Registrar
- Any decisions subject to ratification by Council at next meeting

Membership

- President
- Vice President
- Chairs of 3 Committees

4.7 In order to give effect to these recommendations, the following actions are proposed:

4.7.1 Phase one - Short term 3-6 months recommendations

•Council to approve approach in principle

- Assign responsibility for implementation of new framework to current Chairs Forum with revised Terms of Reference
- Agree a detailed schedule of matters reserved to the Council, approve additional delegations re operational matters to Registrar, prepare new delegated framework of authorities from Council to Registrar, and agreed responsibilities for role of Chair. The PSI Executive proposed revisions to the Consolidated List of Delegations under the Pharmacy Act 2007 (at Appendix 3) provides a strong basis for separating out operational matters which need to be delegated to Registrar and those matters which are of a strategic nature and need to be reserved to Council and its sub Committees. This List can inform the drafting of the detailed schedule of matters we are recommending is put in place for the Council (including its new Committee structure) and the Registrar in due course.
- Chairs Forum to identify implementation path
- Agree start date for new model
- Revise Agenda and establish an annual Work plan in advance for Council
- Outline criteria and selection process for appointment of individuals to Committees, following skills analysis of Committee requirements and self-assessment of skills by Council members
- Stand down existing Committees (other than Audit & Risk)
- Populate new model
- Carry out post implementation review to identify areas to be addressed
- Stand down Chairs Forum post successful implementation of Phase one recommendations

4.7.2 Phase two - Medium term 2-3 years recommendations

- As part of a wider reform of legislation being sought by the PSI, seek reform of 2007 Pharmacy Act to revise requirement for Council to retain as a reserved power consideration of Fitness to Practice cases

4.7.3 Other recommendations arising

- Ensure all Council members have access to all Committee papers (other than those deemed confidential by President)
- Include an overview of the pharmacy profession and sectoral roles in future induction courses

Appendix 1 Current composition of Sub –Structures of Council.

Name	Chair Forum	Nom Cttee	Registration & Qualification Recognition Committee (RQR)	Professional Development & Learning Committee (PDL)	Pharmacy Practice Development Committee (PPD)	Inspection & Enforcement Committee (I&E)	Administration & Finance Committee (AF)	Audit & Risk Committee	Strategy Review Group	IOP Working Group	Total
No Meetings	4		4	5	4	4	6	4			
Hugo Bonar	X					Chair					1C+1
Mary Rose Burke				x			x		X	X	4
Nicola Cantwell	x	x			x						3
Fintan Foy	X			Chair			x			X	1C+3
Paul Gorecki					x		x				2
Joanne Kissane		x	x								2
Graham Knowles	X		Chair			x		x	X		1C+3
Michael Lyons			x								1
Shane Mc Carthy	X	Chair					Chair				2C+1
Muireann NiShuilleabhain					x						1
Rory O'Donnell President	Chair	x							X	X	1C+3
Sheila Ryder			x	x							2
Ann Sheehan	X		x		Chair						1C+2
Ailis Quinlan				x							1
Paul Turpin	x	X					x	Chair	X	X	1C+5
Louisa Power								x			1
Sean Reilly							x				1
Veronica Treacy							x				1
Pat O'Dowd					x						1
Co options	-		4	6	4	6	-	3	-	-	
Total	7		9	10	9	8	7	6	4	4	
PSI Support	Registrar	Dr Cheryl Stokes	Damhnait Gaughan	Damhnait Gaughan	Conor O'Leary	John Bryan	Dr Lorraine Hogan	Dr Cheryl Stokes	CEO /Dr Cheryl Stokes	Damhnait Gaughan	

Appendix 2 Summary of Benchmark Organisational Data

Organisation	Board (members / meetings)	Number Advisory Committees (members /meetings)	Committees
PSI	21/6	8	Audit & Risk; Administration & Finance; I & E; PPD; PDL; RQR; Chairs; Nominations
PSNI	14/7	4	Chairs; Resources; Education Standards & Registration; Corporate Communications
Medical Council	25	4	Audit, Strategy & Risk; Education, Training & Professional Development; Ethics & Professionalism; Nominations & Development
GPC	14/9	3	Audit & Risk; Remuneration; Appointments
HPRA	9/6	2/6	Audit & Risk; Performance Evaluation
HIQA	8/11	4	Audit, Risk & Governance; Regulation; Standards, Information, Research & Technologies Resource Oversight



Consolidated List of Delegations Made under the Pharmacy Act 2007 and the Rules made under it.

Version 1.2 March 2018 REVIEWED by PSI Executive

Note:- The highlights in this proposed revised Consolidated List of Delegations represents a review conducted by PSI Executive to identify those matters which they consider are operational and therefore more properly are a Registrar's function and those of a strategic nature which need to remain reserved to the Committees / Council. Better Boards has not conducted a substantive review of the revisions proposed by the PSI Executive in this version as this is a matter for PSI to decide. However Better Boards supports the principle that matters of an operational nature need to be delegated to the Registrar and strategic matters need to be reserved to the Council / Committees .

Revisions, May 2018:

Delegations to Registrar: 49

Delegations to Committees: 22

Delegations expiring: 15 (currently accounted in above)

Other delegations are made to Department Heads

Original list, March 2018:

Area	No of Delegations
Registration and Qualification Recognition	37
Fitness to Practise	16
Professional Development and Learning	23
Inspection and Enforcement	8
Pharmacy Practice Development	1
General	1
Total Delegations	85

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
	Pharmaceutical Registration Systems – Registration of Pharmacists under the National Route	For the purposes of and within the meaning of section 14(1) as read with s14(2) and s16(1), <u>the power to register a person in the Register of Pharmacists [National Route]</u> where that person holds a qualification appropriate for practice under section 16(1) and the application for registration is valid, complies with the criteria for registration set down in Schedule 1 to the PSI (Registration) Rules 2008.	<ul style="list-style-type: none"> Administrative efficiency and timely registration of straightforward registration applications. 	<ul style="list-style-type: none"> <u>Ongoing audit by RQR Committee of 10% of all files</u> Process Review by PSI Internal Auditors 	Registrar	Sections 11, 14, 16 and Schedule 2	S14(1), s16(1) and Schedule 2 of the Pharmacy Act and Rule 11, and Schedule 1 of the PSI (Registration) Rules 2008	1. (Motion No. 8 of Dec 2 nd 2008)
	Pharmaceutical Registration Systems – Registration of Pharmacists under the EU/EEA Automatic Recognition Route	For the purposes of and within the meaning of section 14(1) as read with s14(2), s16(2)(a), s16(3) and Schedule 2 of the Act, the power to register a person in the Register of Pharmacists [EU/EEA Automatic Recognition Route] where that person holds a qualification that may be regarded as a qualification appropriate for practice under sections 16(2)(a) and 16(3) of the Act and the application for registration is valid, complies with the criteria for registration set down in Schedule 1 to the PSI (Registration) Rules 2008.	<ul style="list-style-type: none"> Administrative efficiency and timely registration of straightforward registration applications. 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee of 10% of all files Review by PSI Internal Auditors 	Registrar	Sections 11, 14, 16 and Schedule 2	S14(1), s16(2)(a), s16(3) and Schedule 2 of the Pharmacy Act as amended by the European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist) (No.2) Regulations 2008, and Rule 11, and Schedule 1 of the PSI (Registration) Rules 2008	2. (Motion No. 8 of Dec 2 nd 2008)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
	Pharmaceutical Registration Systems – Registration of Pharmacists under the EU/EEA Acquired Rights Route	For the purposes of and within the meaning of section 14(1) as read with s14(2), s16(2)(a), s16(4) and Schedule 2 of the Act, <u>the power to register a person in the Register of Pharmacists [EU/EEA Acquired Rights Route]</u> where that person holds a qualification that may be regarded as a qualification appropriate for practice under sections 16(2)(a) and 16(4) of the Act and the application for registration is valid, complies with the criteria for registration set down in Schedule 1 to the PSI (RPB)(Registration) Rules 2008.	<ul style="list-style-type: none"> Administrative efficiency and timely registration of straightforward registration applications. 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee of 10% of all files Review by PSI Internal Auditors 	Registrar	Sections 11, 14, 16 and Schedule 2	S14(1), s16(2)(a), s16(4) and Schedule 2 of the Pharmacy Act as amended by the European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist) (No.2) Regulations 2008, and Rule 11, and Schedule 1 of the PSI (Registration) Rules 2008	3. (Motion No. 8 of Dec 2 nd 2008)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
	Pharmaceutical Registration Systems – Registration of Pharmacists under the EU/EEA General System Route	For the purposes of and within the meaning of section 16(5) as read with s16(10) which have been inserted by the European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist) (No.2) Regulations 2008, <u>the power to require the completion of an adaptation period</u> by a person applying for registration under section 14(1) as read with section 16(5) of the Act.	<ul style="list-style-type: none"> Administrative efficiency and timely progress of registration applications. 	<ul style="list-style-type: none"> Oversight by the RQR Committee which reports to Council as part of the Registrar & Committee Report. 	Registrar	Sections 11, 14, 16 and Schedule 2	S14(1), s16(2)(a), s16(5), s16(10) and Schedule 2 of the Pharmacy Act as amended by the European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist) (No.2) Regulations 2008	4. (Motion No. 8 of Dec 2 nd 2008)
	Pharmaceutical Registration Systems – Registration of Pharmacists under the EU/EEA General System Route	For the purposes of and within the meaning of section 14(1) as read with s14(2), s16(2)(a), s16(5), s16(10) and Schedule 2 of the Act, <u>the power to register a person in the Register of Pharmacists [EU/EEA General System Route]</u> where that person holds a qualification that may be regarded as a qualification appropriate for practice under sections 16(2)(a) and 16(5) of the Act and the application for registration is valid, complies with the criteria for registration set down in Schedule 1 to the PSI (Registration) Rules 2008.	<ul style="list-style-type: none"> Administrative efficiency and timely registration of straightforward registration applications. 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee of 10% of all files Review by PSI Internal Auditors 	Registrar	Sections 11, 14, 16 and Schedule 2	S14(1), s16(2)(a), s16(5), s16(10) and Schedule 2 of the Pharmacy Act as amended by the European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist) (No.2) Regulations 2008, and Rule 11, and Schedule 1 of the PSI (Registration) Rules 2008	5. (Motion No. 8 of Dec 2 nd 2008)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
Pharmaceutical Registration Systems – Restoration of Pharmacists	For the purposes of and within the meaning of sections 11, and 61(1) of the Pharmacy Act 2007 <u>the power to restore the registration of a pharmacist in Part A of the Register of Pharmacists</u> where the application for restoration is valid, complies with the criteria for registration set down in Schedule 1 to the PSI (Registration) Rules 2008.	<ul style="list-style-type: none"> Administrative efficiency and timely registration of straightforward registration applications. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Sections 11, 14, 61(1) and Schedule 2	Section 61(1) of the Pharmacy Act 2007	7. (Motion No. 8 of Dec 2 nd 2008)
Pharmaceutical Registration Systems – Continued registration of pharmaceutical assistants	For the purposes of and within the meaning of section 11 of the Act and Rule 14(1) of the PSI (Registration) Rules 2008, <u>the power to issue a certificate of continued registration as a pharmaceutical assistant to a person whose name is entered in the Registered of Pharmaceutical Assistants under s13 of the Act.</u>	<ul style="list-style-type: none"> Administrative efficiency and timely continued registration. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Section 11	Rule 14(1) of the PSI (Registration) Rules 2008	8. (Motion No. 8 of Dec 2 nd 2008)
Pharmaceutical Registration Systems – Restoration of Pharmaceutical Assistants	For the purposes of and within the meaning of sections 11, and 61(1) of the Pharmacy Act 2007 <u>the power to restore the registration of a pharmaceutical assistant in the Register of Pharmaceutical Assistants</u> where the application for restoration is valid, complies with the criteria for registration set down in Schedule 3 to the PSI (Registration) Rules 2008 and no issues have been identified by the Registrar in its processing.	<ul style="list-style-type: none"> Administrative efficiency and timely restoration of registration. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Sections 11 and 61(1)	Section 61(1) of the Pharmacy Act 2007	9. (Motion No. 8 of Dec 2 nd 2008)
Pharmaceutical Registration Systems – Registration of Retail	For the purposes of and within the meaning of sections 11, and 61(1) of the Pharmacy Act 2007 and Rule 8 (RPB) (Registration) Rules 2008, <u>the power to restore the registration of a retail pharmacy business in the Register of</u>	<ul style="list-style-type: none"> Administrative efficiency and timely restoration of registration. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each	Registrar	Sections 11 and 61(1)	Section 61(1) of the Pharmacy Act 2007 and Rule 8 of PSI (RPB) (Registration) Rules 2008	11. (Motion No. 8 of Dec 2 nd 2008)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
Pharmacy Businesses	<u>Retail Pharmacy Businesses</u> where the application for restoration is valid, complies with the criteria for registration set down in Schedule 1 to the PSI (RPB)(Registration) Rules 2008 and no issues have been identified by the Registrar in its processing.		meeting as part of the Registrar's and Committees Report.				
Pharmaceutical Registration Systems – Visiting EEA Pharmacists	For the purposes of and within the meaning of sections 11, 24B(2) of the Pharmacy Act 2007 as read with sections 24A and Schedule 2 of the said Act, <u>the power to enter the name of a visiting EEA pharmacist in Part B of the Register of Pharmacists</u> where the relevant provisions of sections 24A and Schedule 2 are complied with.	<ul style="list-style-type: none"> Administrative efficiency and timely registration of straightforward registration applications. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Sections 11, 24A, 24B and Schedule 2	S24B(2) of Pharmacy Act as inserted by the EC (Recognition of Professional Qualifications relating to the Profession of Pharmacist)(No.2) Regulations 2008	12. (Motion No. 8 of Dec 2 nd 2008)
Pharmaceutical Registration Systems – Visiting EEA Pharmacists	For the purposes of and within the meaning of sections 11, 24B(4) of the Pharmacy Act 2007 as read with sections 24B(3) of the said Act, <u>the power to cancel the registration of a visiting EEA pharmacist where that pharmacist becomes established in the State or fails to provide a renewal declaration</u> in accordance with the provisions of 24B(3)(a) and (c) respectively.	<ul style="list-style-type: none"> Administrative efficiency to maintain integrity of the Register. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Sections 11, 24A and 24B and Schedule 2	S24B(4) of Pharmacy Act as inserted by the EC (Recognition of Professional Qualifications relating to the Profession of Pharmacist)(No.2) Regulations 2008	13. (Motion No. 8 of Dec 2 nd 2008)
Pharmaceutical Registration Systems– Visiting EEA Pharmacists	For the purposes of and within the meaning of section 24A(5) – (7) of the Pharmacy Act 2007 as amended by the European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist)(No.2) Regulations 2008, <u>the power to take all steps necessary to verify the professional qualifications, professional standing and legal establishment of the applicant for</u>	<ul style="list-style-type: none"> Administrative efficiency and timely progress of registration applications. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Sections 11, 24A and 24B and Schedule 2	S24A(5) – (7) of the Pharmacy Act as substituted by EC (Recognition of Professional Qualifications relating to the Profession of Pharmacist)(No.2) Regulations 2008	14. (Motion No. 8 of Dec 2 nd 2008)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
	<u>registration as a visiting EEA pharmacist including the power to require completion of an aptitude test</u> for all the purposes of said subsections 24A(5) – (7).						
Pharmaceutical Registration Systems– Issue of Certs of Professional Status	For the purposes of and within the meaning of paragraph 1(1)(a) of the Pharmacy Act 2007 as amended by the European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist)(No.2) Regulations 2008, the <u>power to issue certificates of professional status to competent authorities</u> in respect of registered pharmacists (including persons formerly registered) regarding the professional qualifications as a pharmacist held by that person or his or her professional status or standing.	<ul style="list-style-type: none"> Administrative efficiency and timely issue of certs of professional status. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Par 1 of Schedule 2	Schedule 2 par 1 of the Pharmacy Act as substituted by EC (Recognition of Professional Qualifications relating to the Profession of Pharmacist)(No.2) Regulations 2008	15. (Motion No. 8 of Dec 2 nd 2008)
Pharmaceutical Registration System – notification of failure to pay registration fees.	For the purposes of Section 60 to delegate to the Registrar the function of notifying the person to whom, or the owner of the retail pharmacy business to which, a registration relates, that he or she has failed to pay a retention fee or a fee for recording a change in the register.	<ul style="list-style-type: none"> Administrative efficiency, maintenance of the register and management of fee payments. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Section 60		1 (Motion No. 2 of 25 th May 2010)
Pharmaceutical Registration System – notification of failure to pay registration fees.	For the purposes of Section 60 to delegate to the Registrar the function of cancelling a registration if the person to whom or the owner of the retail pharmacy business to which it relates- (a) Has failed to pay a retention fee or a fee for recording a change in the register and	<ul style="list-style-type: none"> Administrative efficiency, maintenance of the register and management of fee payments. 	Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	Registrar	Section 60		2 (Motion No. 2 of 25 th May 2010)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
	(b) Having been notified at least twice by the Registrar of that failure, continues so to fail.						
Pharmaceutical Registration Systems – language competence	For the purposes of and within the meaning of sections 11 and 14(3) of the Pharmacy Act 2007, to impose a condition of registration on an intending registrant relating to linguistic competence for the purposes of said Section 14(3).	<ul style="list-style-type: none"> Consideration of linguistic competence issues delegated to the RQR Committee which has capacity to obtain expertise to assist it in performing this function. 	RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	RQR Committee Registrar	Sections 11 & 14(3)		1. (Motion No. 5 of November 30 th 2010) Note:-This delegation will be officially removed – no longer applicable – change in EU Regulation
Pharmaceutical Registration Systems – Continued Registration of Pharmacists	For the purposes of and within the meaning of sections 14(1) and s14(5) as read with Rule 11 and Schedules 1 and 2 of the PSI (Registration) Rules <u>the power to register and continue the registration of a pharmacist in Part A the Register of Pharmacists</u> where the application for continued registration is valid and which complies with the criteria for registration set down in Schedule 2 to the PSI (Registration) Rules 2008 in circumstances where issues identified by the Registrar in the course of the processing of the application remain to be dealt with.	<ul style="list-style-type: none"> Escalation of non-straightforward registration application decisions to RQR Committee. 	RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	RQR Committee Registrar	Sections 11, 14, 16 and Schedule 2	Sections 14(1), (5) of the Pharmacy Act 2007 and Rule 11(3) and (4) and Schedule 2 of the PSI (Registration) Rules 2008	2. (Motion No. 5 of November 30 th 2010)
Pharmaceutical Registration Systems – Restoration	For the purposes of and within the meaning of sections 11, and 61(1) of the Pharmacy Act 2007 <u>the power to restore the registration of a pharmacist in Part A of the Register of Pharmacists</u> where the application for restoration is valid and	<ul style="list-style-type: none"> Escalation of non-straightforward restoration application decisions to RQR Committee. 	RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	RQR Committee Registrar	Sections 11, 14, 61(1) and Schedule 2	Section 61(1) of the Pharmacy Act 2007	3. (Motion No. 5 of November 30 th 2010)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
of Pharmacists	complies with the criteria for registration set down in Schedule 1 to the PSI (Registration) Rules 2008 but in circumstances where issues identified by the Registrar in the course of the processing of the application remain to be dealt with.						
Pharmaceutical Registration Systems – Restoration of Pharmaceutical Assistants	For the purposes of and within the meaning of sections 11, and 61(1) of the Pharmacy Act 2007 <u>the power to restore the registration of a pharmaceutical assistant in the Register of Pharmaceutical Assistants</u> where the application for restoration is valid and which complies with the criteria for registration set down in Schedule 3 to the PSI (Registration) Rules 2008 but in circumstances where issues identified by the Registrar in the course of the processing of the application remain to be dealt with.	<ul style="list-style-type: none"> Escalation of non-straightforward restoration application decisions to RQR Committee. 	RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	RQR Committee Registrar	Sections 11 and 61(1)	Section 61(1) of the Pharmacy Act 2007	4. (Motion No. 5 of November 30 th 2010)
Pharmaceutical Registration Systems – Registration of Retail Pharmacy Businesses	For the purposes of and within the meaning of sections 11, 17(1), (3) and (4) of the Pharmacy Act 2007 and Rules 4 and 5 of the PSI (RPB) (Registration) Rules 2008, <u>the power to register or continue the registration of a retail pharmacy business in the Register of Retail Pharmacy Businesses</u> where the application for registration is valid and which complies with the criteria for registration set down in Schedule 1 to the PSI (RPB)(Registration) Rules 2008 but in circumstances where issues identified by the Registrar in the processing of the application remain to be dealt with.	<ul style="list-style-type: none"> Escalation of non-straightforward registration application decisions to RQR Committee. 	RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	RQR Committee Registrar	Sections 11 and 17	Sections 17(1), 17(3) and 17(4) and Rules 4 and 5 of PSI (RPB) (Registration) Rules 2008	5. (Motion No. 5 of November 30 th 2010)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
Pharmaceutical Registration Systems – Registration of Retail Pharmacy Businesses	For the purposes of and within the meaning of sections 11, and 61(1) of the Pharmacy Act 2007 and Rule 8 (RPB) (Registration) Rules 2008, <u>the power to restore the registration of a retail pharmacy business in the Register of Retail Pharmacy Businesses</u> where the application for restoration is valid and complies with the criteria for registration set down in Schedule 1 to the PSI (RPB)(Registration) Rules 2008 but in circumstances where issues identified by the Registrar in the processing of the application remain to be dealt with.	<ul style="list-style-type: none"> Escalation of non-straightforward restoration application decisions to RQR Committee. 	RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	RQR Committee Registrar	Sections 11 and 61(1)	Section 61(1) of the Pharmacy Act 2007 and Rule 8 of PSI (RPB) (Registration) Rules 2008	6. (Motion No. 5 of November 30 th 2010)
Pharmaceutical Registration Systems	For the purposes of and within the meaning of sections 11 and 14 of the Act, as implemented by Paragraph 10(d) of Schedule 1 of the Pharmaceutical Society of Ireland (Registration) Rules 2008, to assist in the <u>preparation of the form of statutory declaration</u> which will be employed for the purposes of said Paragraph 10(d) of Schedule 1 of the Rules.	<ul style="list-style-type: none"> Approval of the contents of a form delegated to the RQR Committee. 	RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	RQR Committee	Sections 11 & 14	Paragraph 10(d) of the PSI (Registration) Rules	7. (Motion No. 5 of November 30 th 2010)
Pharmaceutical Registration Systems	For the purposes of and within the meaning of sections 11 and paragraph 6 of Schedule 2 of the Pharmacy Act 2007, to <u>impose a condition of registration on an intending 3rd country registrant regarding the use of professional titles</u> etc.	<ul style="list-style-type: none"> Consideration of the imposition of a condition in relation to professional titles delegated to RQR Committee which has competence to consider such matters. 	RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report.	RQR Committee	Sections 11 & 14, 16 and Paragraph 6 of Schedule 2		8. (Motion No. 5 of November 30 th 2010)
Pharmaceutical Registration Systems	For the purposes of and within the meaning of sections 11 and 16(6)(a) of the Act, as implemented by Rule 18(2)(a) of the Pharmaceutical Society of Ireland (Registration) Rules 2008, the power to	<ul style="list-style-type: none"> PD&L Committee undertakes policy development but seeks Council approval. 	PD&L Committee obtains Council approval for policy.	PD&L Committee	Sections 11 and 16(6)	Rule 18(2)(a) of the PSI (Registration) Rules	11. (Motion No. 1 of November 30 th 2010)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
	<u>prescribe a form of examination for the recognition of third country qualifications</u> for the purposes of said Rule 18(2)(a).						
Pharmaceutical Registration Systems	For the purposes of and within the meaning of Section S16(2)(b) and S16(6) and Rule 18 of the Pharmaceutical Society of Ireland (Registration) Rules 2008, the authority to <u>issue certification</u> to confirm that an individual shall be regarded as having a qualification appropriate for practice in Ireland.	<ul style="list-style-type: none"> Certificates are currently issued by the Council subsequent to the candidate successfully completing the PRE. In this instance, notwithstanding that a candidate is successful s/he cannot apply for registration until certification is issued by the Council. This may cause delay for an applicant. 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee of 10% of all files Process Review by PSI Internal Auditors 	Registrar	Section 16(6)	Rule 18 (3) of the PSI (Registration) Rules 2008	9. (Motion No 2, 26 March 2015)
Pharmaceutical Registration Systems	For the purposes of and within the meaning of Section 14(1) as read with S14(2), S16(2)(b), S16(6) and Rule 11 and Schedule 1 of the of the PSI (Registration) Rules, <u>the power to register a person in the Register of Pharmacists [Third Country Route]</u> where that person holds a qualification appropriate for practice under section 16(2)(b) and Section 16(6) of the Act and the application for registration is valid, complies with the criteria for registration set down in Schedule 1 to the PSI (Registration) Rules 2008 and <u>no issues have been identified by the Registrar in its processing.</u>	<ul style="list-style-type: none"> Administrative efficiency in the timely registration of individuals who have been awarded a qualification appropriate for practice under the Third Country Route and whose application for registration are straightforward. 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee of 10% of all files Process Review by PSI Internal Auditors 	Registrar	Section 14 and Section 16	S14(1), S16(2), S (16(6) and Schedule 2 of the Pharmacy Act and Rule 11, and Schedule 1 of the PSI (Registration) Rules 2008	10. (Motion No 2, 26 March 2015)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
Pharmaceutical Registration Systems	For the purposes of and within the meaning of sections 11 and 16(6)(b) of the Act, as implemented by Rule 18(2)(b) of the Pharmaceutical Society of Ireland (Registration) Rules 2008, the <u>power to require a person to complete an adaptation period</u> as the Registrar may specify for the purposes of said section 16(6)(b) and Rule 18(2)(b).	<ul style="list-style-type: none"> In reassigning responsibility the process operates more efficiently – in current situation the PD&L Committee rarely reject the recommendation of the Panel of Independent Assessors (PIA) - the advice of the PIA could just appropriately be given to the Registrar who may make a decision on that basis. Additionally the use thereafter of the PD&L committee (or potentially the RQR committee) as an appellate board is suggested as a mechanism of resolving potential issues with the current appeals process. 	<ul style="list-style-type: none"> PD&L (or RQR) to appoint PIA PD&L (or RQR) to operate having an appellate function to the decision of the Registrar re the outcome of the Equivalence Exam process. 	Registrar	Sections 11 and 16(6)	Rule 18(2)(b) of the PSI (Registration) Rules	11. (Motion No 2, 26 March 2015)
Pharmaceutical Registration Systems	For the purposes of and within the meaning of section 11 and paragraph 9 of Schedule 2 of the Act and for the purposes of Section 14 as read in conjunction with Section 16(2)(b) of the Act, to <u>take into account any relevant training undergone or experience gained in a third country and to require an adaptation period arising from this analysis</u> for the purposes of said paragraph 9 of Schedule 2.	<ul style="list-style-type: none"> If authority to assign an adaptation period in the case of the Third Country Qualification Route is delegated to Registrar, the authority to consider the experience gained would also be requisite 	<ul style="list-style-type: none"> PD&L (or RQR) to appoint PIA PD&L(or RQR) to operate having an appellate function to the decision of the Registrar re the outcome of the Equivalence Exam process. 	Registrar	Section 11 and Paragraph 9 of Schedule 2 of the Act		12. (Motion No 2, 26 March 2015)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
Pharmaceutical Registration Systems	For the purpose and within the meaning of sections 11 and 22, the power to <u>make alterations to the register and to correct typographical errors</u> and to give notice in writing of those changes being made as soon as practicable thereafter.	<ul style="list-style-type: none"> To streamline operational processes to ensure timely approval and efficiency 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee for the purposes of registration decisions. Process reviewed by PSI internal auditors 	Heads RQR and I&E (as appropriate)	Section 22	n/a	13.(Motion No 2, 26 March 2015)
Pharmaceutical Registration Systems	For the purpose and within the meaning of sections 11 and 20 of the Act the power to <u>issue registration certificates</u> to pharmacies and pharmacists/pharmaceutical assistants on: (i) First Registration (ii) Continued Registration	<ul style="list-style-type: none"> To streamline operational processes to ensure timely approval and efficiency 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee for the purposes of registration decisions. Process reviewed by PSI internal auditors 	(i) Registrar (ii) Heads RQR and I&E (as appropriate)	Section 20	n/a	14. (Motion No 2, 26 March 2015)
Pharmaceutical Registration Systems – Registration of Retail Pharmacy Businesses	For the purposes of and within the meaning of Sections 11 and 19 of the Act and Rule 5 of SI 495/2008, the power to cause an Authorised Officer to carry out an <u>inspection on application for registration or continued registration</u> to ascertain whether the retail pharmacy business complies with the regulations made under section 18 of the Pharmacy Act 2007.	<ul style="list-style-type: none"> To streamline operational processes to ensure timely approval and efficiency. 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee for the purposes of registration decisions. Process reviewed by PSI internal auditors 	Head of I&E Inspection and Enforcement Manager	Section 19	Rule 5 SI 495/2008	15.(Motion No 2, 26 March 2015)
Pharmaceutical Registration Systems – Registration of Retail Pharmacy Businesses	For the purposes of and within the meaning of sections 11, 17(1), (3) and (4) of the Pharmacy Act 2007 and Rules 4 and 5 of the PSI (RPB) (Registration) Rules 2008, the power to: (i) <u>register the registration of a retail pharmacy business in the Register of Retail Pharmacy Businesses.</u> (ii) <u>continue the registration of a retail pharmacy business in the Register of Retail Pharmacy Businesses.</u>	<ul style="list-style-type: none"> Administrative efficiency and timely registration of straightforward registration and continued registration applications. 	<ul style="list-style-type: none"> Reporting to RQR Committee at each meeting. RQR Committee reports to Council at each meeting as part of the Registrar's and Committees Report. Process reviewed by PSI internal auditors 	(i) Registrar (ii) Head of I&E Inspection and Enforcement Manager	Sections 11 and 17	Sections 17(1), 17(3) and 17(4) and Rules 4 and 5 of PSI (RPB) (Registration) Rules 2008	Amended 16. (Motion No. 2, 26 March 2015)

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
		<p>where the application for registration is valid, complies with the criteria for registration set down in Schedule 1 to the PSI (RPB)(Registration) Rules 2008 and no issues have been identified by (i) the Registrar, or (ii) I&E Manager in its processing.</p>						
	<p>Pharmaceutical Registration System – cancellation of registration.</p>	<p>For the purposes of Sections 11 and 59(1) and rule 7 of SI 495/2008 the power to cancel the registration of the person to whom or the owner of the retail pharmacy business to which it relates—</p> <p>(a) applies for its cancellation, (b) pays the prescribed fee, (c) is not, at the time of applying, the subject of a complaint under Part 6.</p> <p>And where no issues have been identified.</p> <p>(ii) For the purposes of Section 11 and 59(1) and rule 7 of SI 495/2008 the power to cancel the registration of the person to whom of the owner of the retail pharmacy business to which it relates if the person applies for its cancellation, where issues identified in processing the application have been resolved.</p>	<ul style="list-style-type: none"> Administrative efficiency in the timely cancellation of the registration of pharmacies in circumstances where the pharmacist or pharmacy concerned has applied of their own accord to cancel their registration. 	<ul style="list-style-type: none"> Ongoing audit by RQR Committee. Process reviewed by PSI internal auditors 	<p>(i) Heads of RQR or I&E (as appropriate)</p> <p>(ii) Registrar</p>	<p>Section 11 and 59</p>	<p>Rule 8 SI 495/2008 and Rule 7 495/2008</p>	<p>Amended 17. (Motion No. 2, 26 March 2015)</p>
	<p>Pharmaceutical Registration Systems – Registration of Retail</p>	<p>For the purposes of and within the meaning of sections 11, 17(1), (3) and (4) of the Pharmacy Act 2007 and Rules 4 and 5 of the PSI (RPB) (Registration) Rules 2008, the power to continue the registration of a retail pharmacy business in the Register of Retail Pharmacy</p>	<p>Administrative efficiency and timely registration of continued registration applications.</p>	<p>Process reviewed by PSI internal auditors</p>	<p>Registrar</p>	<p>Sections 11 and 17</p>	<p>Sections 17(1), 17(3) and 17(4) and Rules 4 and 5 of PSI(RPB) (Registration) Rules 2008</p>	<p>Amended 18. (Motion 2, 26 March 2015)</p>

Delegations in the area of Registration and Qualification Recognition

(37 delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
Pharmacy Businesses	Businesses, where issues identified in processing the application have been resolved.						
Pharmaceutical Registration Systems	For the purposes of and within the meaning of Section 16(10) as inserted by the European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist)(No. 2) Regulations 2008, the power to, in circumstances where it considers it necessary to do so, <u>the authority to devise the appropriate assessment and evaluation</u> policy and mechanisms for the purposes of the said section 16(10).		PD&L Committee	PD&L Committee	Sections 11 & 16	Pharmacy Act 2007 as amended by European Communities (Recognition of Professional Qualifications relating to the Profession of Pharmacist)(No.2) Regulations 2008	Amended 19. (Motion 2, 26 March 2015)
Pharmaceutical Registration Systems	For the purposes of and within the meaning of sections 11 and 14 of the Pharmacy Act 2007 and Rules SI 494/2008, the power to: (i) <u>Continue the registration of a pharmacist or a pharmaceutical assistant</u> where the application for registration is valid, complies with the criteria for registration set down in Schedule 2 to the PSI and no issues have been identified in its processing. (ii) <u>Continue the registration of a pharmacist or a pharmaceutical assistant</u> where issues identified in processing the application have been resolved.			(i) Head of RQR (ii) Registrar	Sections 11 and 14 of the Pharmacy Act 2007	SI 494/2008	33. (Motion 2, 26 March 2015)
Pharmaceutical Registration Systems – Qualification recognition	For the purposes of and within the meaning of Section S16(2)(a) and Rule 20 of the Pharmaceutical Society of Ireland (Registration) Rules 2008 to 2017, the authority to issue certification to confirm that an individual shall be regarded as	Administrative efficiency and to prevent undue delay in order that candidates can progress to the registration process		Registrar	S 16 (2)(a)	Rule 20 of the Pharmaceutical Society of Ireland (Registration) Rules 2008 to 2017	1. (Motion 1, 23 March 2017)

Delegations in the area of Registration and Qualification Recognition
(37 delegations)

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref no.
		having a qualification appropriate for practice in Ireland.						

Delegations in the area of Fitness to Practise

(16 Delegations)

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref No.
Fitness to Practise function	For the purposes of Section 52(1) to delegate to the Registrar the task of making an application to the High Court for an order confirming a decision of the Council made under section 48 to impose a disciplinary sanction other than an admonishment or censure.			Registrar	Section 52(1)	N/A	10. (Motion No. 1 of October 21 st 2009)
Fitness to Practise function	For the purpose of Section 56(1) to delegate to the Registrar the task of notifying the Minister as soon as practicable of: <ul style="list-style-type: none"> (a) the cancellation of a registration, (b) the restoration of a registration, (c) the suspension of a registration, (d) the expiry of a suspension, (e) the attachment of conditions to a registration, (f) the removal of conditions from a registration, (g) the prohibition for a specified period of a pharmacist or a pharmacy owner from applying for a restoration to the register, (h) the admonishment or censure of a registered pharmacist or a pharmacy owner. 			Registrar	Section 56(1)	N/A	12. (Motion No. 1 of October 21 st 2009)
Fitness to Practise function	For the purposes of Section 56(2) to delegate to the Registrar the task of notifying the Minister where it has come to the Council's attention that, under the law of a state other than the State, any action corresponding to one referred to in Section 56(1) has been taken in relation to a pharmacist, retail pharmacy business or pharmacy owner.			Registrar	Section 56(2)	N/A	13. (Motion No. 1 of October 21 st 2009)
Fitness to Practise function	For the purposes of Section 56(3) to delegate to the Registrar, where the Registrar knows who the employer of			Registrar	Section 56(3)		1.(Motion No. 1 of the 28 th

		a pharmacist is, the task of notifying the employer of a pharmacist (a) where the Court or the Council has taken any action specified in section 56(1), or (b) where it has come to the Council's attention that corresponding action of the kind referred to in section 56(2) has been taken in relation to the pharmacist.						March 2012)
	Fitness to Practise function	For the purposes of Section 35(1) to delegate the receipt of complaints against registered pharmacists on behalf of Council to the Manager of Legal Affairs of the PSI.	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Manager of Legal Affairs	Section 35(1) of Pharmacy Act	N/A	Amended 20.(Motion 2, 26 March 2015)
	Fitness to Practise function	For the purposes of Section 35(4) to delegate to the Manager of Legal Affairs of the PSI the task of informing a registered pharmacist about whom a complaint has been made of that fact and giving the registered pharmacist a copy of the complaint.	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Manager of Legal Affairs	Section 35(4) of Pharmacy Act	N/A	Amended 21. (Motion 2, 26 March 2015)
	Fitness to Practise function	For the purposes of Section 35(5) to delegate to the Head of Regulation of the PSI the task of taking all reasonable steps to ensure that the complainant and the registered pharmacist are kept informed of the making of all decisions by the Council in relation to a complaint.	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Head of Regulation	Section 35(5) of Pharmacy Act	N/A	Amended 22.(Motion No. 2, 26 March 2015)
	Fitness to Practise function	For the purposes of Section 35(6) to delegate to the Head of Regulation of the PSI the task of taking all reasonable steps to ensure that a complaint is processed in a timely manner.	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Head of Regulation	Section 35(6) of Pharmacy Act	N/A	Amended 23.(Motion 2, 26 March 2015)
	Fitness to Practise function	For the purposes of Section 36(1) to delegate the receipt of complaints against registered retail pharmacy businesses on behalf of Council to the Manager of Legal Affairs of the PSI.	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Manager of Legal Affairs	Section 36(1) of Pharmacy Act	N/A	Amended 24.(Motion 2, 26 March 2015)
	Fitness to Practise function	For the purposes of Section 36(2) to delegate to the Manager of Legal Affairs of the PSI the Council's functions under Section 36(2) in so far as they replicate the provisions of s.35(3), (4), (5) and s.35(6) for complaints against retail	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Manager of Legal Affairs	Section 36(2) of Pharmacy Act	N/A	Amended 25. (Motion 2, 26 March 2015)

		pharmacy businesses. For the avoidance of doubt Council retains its power to determine an appropriate form in which a complaint may be made if not in writing.						
	Fitness to Practise function	For the purposes of Section 38(1) to delegate to the Head of Regulation of the PSI the task of referring a complaint to the Preliminary Proceedings Committee as soon as practicable after its receipt for its advice to Council on whether there is sufficient cause to warrant further action being taken.	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Head of Regulation	Section 38(1)		Amended 26. (Motion 2, 26 March 2015)
	Fitness to Practise function	For the purposes of Section 39(2) to delegate to the Manager of Legal Affairs the task of notifying the registered pharmacist or the pharmacy owner, the Preliminary Proceedings Committee and the complainant of a Council decision to take no further action in relation to a complaint.	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Manager of Legal Affairs	Section 39(2)		Amended 27. (Motion 2, 26 March 2015)
	Fitness to Practise function	<p>For the purposes of Section 49(1) and (2) to delegate to the Manager of Legal Affairs the task of notifying the registered pharmacist or pharmacy owner and the complainant of the following:</p> <ul style="list-style-type: none"> (a) the disciplinary sanction imposed by Council; (b) the reasons for the imposition of the sanction by Council; (c) the date of the decision by Council; <p>and, where the Council has imposed a sanction other than an admonishment or censure,</p> <ul style="list-style-type: none"> (a) the time within which the registered pharmacist or the pharmacy owner may apply to the High Court for cancellation of the decision, and (b) the time within which the Council may apply to the High Court for confirmation of the decision. 	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	All complaints come before Council for decision.	Manager of Legal Affairs	Section 49(1) and 49(2)		Amended 28. (Motion 2, 26 March 2015)

	Fitness to Practise function	For the purposes of Section 55 to delegate to the Manager of Legal Affairs of the PSI the task of notifying the pharmacist or pharmacy owner, in writing, of the effect of the decision of the High Court under Section 51 or 52.	<ul style="list-style-type: none"> Administrative task which is delegated to facilitate timely processing of complaints. 	Council updated at subsequent Private Council meeting.	Manager of Legal Affairs	Section 55		Amended 29. (Motion 2, 26 March 2015)
	Fitness to Practise function	For the purposes of Section 62(4) to delegate to the Manager of Legal Affairs of the PSI the task of notifying a pharmacist or pharmacy owner regarding the removal, amendment or substitution of a condition which had previously been attached by the Council to the registration of a pharmacist and/or a pharmacy owner under Section 62.			Manager of Legal Affairs	Section 62 (4) of Pharmacy Act	N/A	30.(Motion 2, 26 March 2015)
	Fitness to Practise function	For the purposes of Section 44 to delegate to the Manager of Legal Affairs of the PSI the task of informing a complainant, a registered pharmacist, a registered retail pharmacy business or other relevant person that the relevant Committee considering the application and the Council have agreed to the withdrawal of a complaint.	Administrative task which is delegated to facilitate timely management of withdrawal of a complaint.	Implementation of a decision of the Council.	Manager of Legal Affairs	Section 44 of Pharmacy Act	N/A	31. (Motion 2, 26 March 2015)

**Delegations in the area of Professional Development and Learning
(23 Delegations)**

Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegati on Ref No.
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 10(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, that the Council having directed a <u>visit to a school of pharmacy</u> pursuant to Rule 10(1), the Committee may thereafter oversee the visitation process and report thereon to Council.	<ul style="list-style-type: none"> Administrative efficiency in the management of accreditation processes. 	PD&L Committee reports to Council at each Council meeting.	PD&L Committee	Sections 7 & 11	Rules 10(1) of the PSI (Education & Training) Rules	1. (Motion No. 1 of November 30 th 2010)
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act as implemented by Rule 15(3) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008 to <u>require persons undertaking in-service practical training programmes to undertake, during such programmes, courses of education and training</u> of such duration and length as the Committee may reasonably require.	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. 	PD&L Committee obtains Council approval for policy.	PD&L Committee	Sections 7 & 11	Rule 15(3) of the PSI (Education & Training) Rules	3. (Motion No. 1 of November 30 th 2010)
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act as implemented by Rule 15(4) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008 to <u>devise the appropriate assessment and evaluation policy and mechanisms in respect of the in-service practical training programme</u> for the purposes of the said Rule 15(4).	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. 	PD&L Committee obtains Council approval for policy.	PD&L Committee	Sections 7 & 11	Rule 15(4) of the PSI (Education & Training) Rules	4. (Motion No. 1 of November 30 th 2010)
Education and training functions	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rules 16(5)(a)-(c),	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to 	Council would consider the panel's	PD&L Committee	Sections 7 & 11	Rules 16(5) and 18(3)-(4) and (6) of	5. (Motion No. 1 of

		16(5)(e), 18(3)-(4), 18(6) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, to appoint the panel for the purposes of the said Rules 16(5)(a)-(c), (e), and 18(3)-(4), (6) [i.e. <u>panel to consider matters relating to character and completion of in-service training</u>].	<p>target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters.</p> <ul style="list-style-type: none"> To streamline the appeals process for the benefit of the appellant in order that lengthy delays can be avoided 	recommendation from the outcome of the appeal.			the PSI (Education & Training) Rules	November 30 th 2010)
Education and training functions	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 17(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power to form an opinion [i.e. regarding <u>in-service training establishments other than in community pharmacies or hospital pharmacy departments seeking approval for the first time</u>] for the purposes of Rule 17(1).	<ul style="list-style-type: none"> To streamline operational processes to ensure timely approval and efficiency. 	The Council will receive high-level information at every meeting relating to the numbers and types of placements approved.	PD&L Committee	Sections 7 & 11	Rule 17(1) of the PSI (Education & Training) Rules	7. (Motion No. 1 of November 30 th 2010)	
Education and training	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rules 17(3) and 17(5) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power to <u>grant approval of periods of in-service practical training</u> for the purposes of Rule 17(3) and 17(5).	<ul style="list-style-type: none"> To streamline operational processes to ensure timely approval and efficiency. 	The Council will receive high-level information at every meeting relating to the numbers and types of arrangements approved.	PD&L Committee	Sections 7 & 11	Rules 17(3) and 17(5) of the PSI (Education & Training) Rules	8. (Motion No. 1 of November 30 th 2010)	
Education and training	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 21(5) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the <u>power to appoint examiners and other persons for the purposes of the Professional Registration Examination</u> as laid down in Rule 21(5).	<ul style="list-style-type: none"> To reduce administrative burden on Council and also to target the specific expertise and knowledge of the members of the PD&L Committee with respect to education and training matters. 	The PD&L Committee report to Council contains information relating to the appointment of examiners.	PD&L Committee	Sections 7 & 11	Rules 21(5) of the PSI (Education & Training) Rules	9. (Motion No. 1 of November 30 th 2010)	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 11(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the functions to <u>appoint persons with relevant</u>	<ul style="list-style-type: none"> The specific expertise of the PD&L Committee supports the appointment of persons with relevant knowledge and 	The PD&L Committee report to Council contains details of those persons appointed and the accreditation team	PD&L Committee	Sections 7 & 11	Rules 11(1) of the PSI (Education & Training) Rules	1. (Motion No 2, 26 March 2015)	

		<u>knowledge and experience to visit a recognised institution</u> , to be known as 'visitors', within the meaning of Rule 11.	<p>expertise to act in this capacity.</p> <ul style="list-style-type: none"> Furthermore, the delegation of this function will allow for enhanced efficiency of the process with regard to timelines. 	category for which their appointment is made.				
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 12(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the functions of <u>receiving a visitors' report and issuing it to the institution for comment</u> within the meaning of Rule 12(1).	<ul style="list-style-type: none"> This allows the process to be more streamlined and prevents a delay in the accreditation process. The accreditation team's report and the HEI's comments and observations are submitted to the PD&L Ctee for consideration and subsequently to the Council for its approval. 	The PD&L Committee will be informed of the accreditation process status. The draft accreditation report accompanied by the HEI's comments, observations and factual accuracy checks will be reviewed by the Ctee and Council once the HEI's comments have been received.	PSI Registrar	Sections 7 & 11	Rule 12 (1) of the PSI (Education & Training) Rules	2.(Motion No 2, 26 March 2015)	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 14(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the <u>power to grant or refuse approval of a training placement in a registered retail pharmacy business or in the pharmaceutical department of a hospital</u> for the purposes of said Rule 14(1) and Rule 17(2) as it relates to Rule 14(1).	<ul style="list-style-type: none"> Proposed training placements are checked by the PD&L Unit using the criteria approved by Council. Only those training placements that meet all criteria shall be submitted to the Registrar for approval. 	<p>The PD&L Ctee will approve the procedures and process to be applied by the Unit in the processing of training placement approvals. Thereafter, the PD&L Ctee will receive high-level information at every meeting relating to the numbers and types of placements that have been approved. Training establishments that are deemed not to meet the criteria will be referred to the PD&L Ctee for consideration.</p> <p>Council will receive an update at each meeting contained in the Ctee report.</p>	PSI Registrar	Sections 7 & 11	Rule 14(1) of the PSI (Education & Training) Rules and Rule 17(2) as it relates to Rule 14(1)	3.(Motion No 2, 26 March 2015)	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 14(2) of the Pharmaceutical Society of Ireland	<ul style="list-style-type: none"> Rule 17(1) sets out very clearly the types of training establishments that 	The PD&L Ctee will approve the procedures and process to be applied by the Unit in the	PSI Registrar	Sections 7 & 11	Rule 14(2) of the PSI (Education &	4.(Motion No 2, 26 March 2015)	

		(Education & Training) Rules 2008, the <u>power to grant or refuse approval of a person's application for an individual training placement other than in community or hospital</u> for the purposes of said Rule 14(2).	may be considered within this category. The PSI Executive would be in a position to consider an application submitted in this category and assess with reference to the criteria set out in this Rule.	processing of training placement approvals. Thereafter, the PD&L Ctee will receive high-level information at every meeting relating to the numbers and types of placements approved. Placements which are deemed not to meet the criteria will be referred to the PD&L Ctee for consideration. Council will receive an update at each meeting contained in the Ctee report.			Training) Rules	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 19(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the <u>power to recognise a registered pharmacist as a tutor pharmacist</u> for the purposes of said Rule 19(1).	<ul style="list-style-type: none"> Proposed tutor pharmacists are checked by the PD&L Unit using the criteria approved by Council. Only those pharmacists that meet all criteria shall be submitted to the Registrar for approval. 	The PD&L Ctee will approve the procedures and process to be applied by the Unit in the processing of tutor pharmacist approvals. Thereafter, the PD&L Ctee will receive high-level information at every meeting relating to the numbers of tutor pharmacists and placement information that have been approved. Pharmacists who are deemed not to meet the criteria will be referred to the PD&L Ctee for consideration. Council will receive an update at each meeting contained in the Ctee report.	PSI Registrar	Sections 7 & 11	Rule 19(1) of the PSI (Education & Training) Rules	5.(Motion No 2, 26 March 2015)	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 19(2) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008 the <u>power to specify from time to time the requisite standards of knowledge, skills, experience required of a registered pharmacist and the programmes of</u>	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the members of the PD&L Committee members with respect to 	Council will be informed of any changes to the knowledge, skills and experience required of tutor pharmacists and any changes to the programmes of education and training together with a summary of the	PD&L Committee	Sections 7 & 11	Rule 19(2) of the PSI (Education & Training) Rules	6. (Motion No 2, 26 March 2015)	

		<u>education and training to be completed by a registered pharmacist from time to time in order that he or she may act as a tutor pharmacist</u> within the meaning of these Rules.	education and training matters.	evidence-base to justify any such changes in the Ctee report to Council immediately following any such decision.				
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 21(2) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power <u>to establish and publish the syllabus for the Professional Registration Examination</u> for the purpose of the said Rule 21.	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. 	The PD&L Ctee report to Council will summarise the syllabus material.	PD&L Committee	Sections 7 & 11	Rule 21(2) of the PSI (Education & Training) Rules	7. (Motion No 2, 26 March 2015)	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 21(4) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power <u>to establish and publish examination procedures and standards to be achieved</u> for the purpose of the said Rule 21.	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. 	The PD&L Ctee report to Council will summarise the procedures and standards, including the any changes that have been introduced as a result of the review to be undertaken within a period not exceeding five years.	PD&L Committee	Sections 7 & 11	Rule 21(4) of the PSI (Education & Training) Rules	8. (Motion No 2, 26 March 2015)	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 10(1) of the Pharmaceutical Society of Ireland (Education & Training) (Integrated Course) Rules 2014 (S.I. No. 377 of 2014), that the Council having directed a visit to a recognised institution pursuant to Rule 10(1) thereof, the Professional Development & Learning (PD&L) Committee <u>may thereafter oversee the visitation process and report thereon to Council.</u>	Administrative efficiency in the management of accreditation processes.	PD&L Committee reports to Council at each Council meeting.	PD&L Committee	S 7 (2)(a)(iv)	Rule 10(1) of the Pharmaceutical Society of Ireland (Education and Training) (Integrated Course) Rules 2014 (S.I. No. 377 of 2014)	1. (Motion No.1, 25 June 2015)	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 11(1) of the Pharmaceutical Society of Ireland (Education & Training) (Integrated Course) Rules 2014, the functions <u>to appoint persons with relevant knowledge and experience to visit a recognised institution known as 'visitors'</u> in Rule 11.	To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters.	The PD&L Ctee report to Council will outline the appointments of the visitors for an accreditation exercise.	PD&L Committee	S 7 (2)(a)(iv)	Rule 11(1) of the PSI (Education and Training) (Integrated Course) Rules 2014	2. (Motion No.1, 25 June 2015)	

Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 12(1) of the Pharmaceutical Society of Ireland (Education & Training) (Integrated Course) Rules 2014, the functions <u>of receiving a visitors' report and issuing it to the institution for comment and observations</u> as provided for in Rule 12.	Administrative efficiency in the management of accreditation processes.	An update on the accreditation process will be provided at the relevant PD&L Committee, a summary of which will then be provided to Council in the subsequent Committee report to Council.	PSI Registrar	S 7(2)(a)(iv)	Rule 12 (1) of the PSI (Education and Training) (Integrated Course) Rules 2014	3. (Motion No.1, 25 June 2015)
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 16(3) of the Pharmaceutical Society of Ireland (Education & Training) (Integrated Course) Rules 2014, the functions <u>to engage with the recognised institutions in the specifying of the requisite standards of knowledge, skills and experience required as a registered pharmacist and the programmes of education and training to be completed by a registered pharmacist in order that he or she may act as a tutor pharmacist</u> within the meaning of these Rules.	To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters.	The PD&L Ctee report to Council will summarise the engagement process with the HEIs with respect to the tutor pharmacist competencies.	PD&L Committee	S 7(1)(b)	Rule16 (3) of the PSI (Education and Training) (Integrated Course) Rules 2014	4. (Motion No.1, 25 June 2015)
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 19(1) of the Pharmaceutical Society of Ireland (Education & Training) (Integrated Course) Rules 2014, the functions <u>to engage with the recognised institutions in the drawing up by them of a code of conduct for pharmacy students</u> within the meaning of these Rules.	To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters.	The PD&L Ctee report to Council will summarise the engagement process with the HEIs with respect to the code of conduct for pharmacy students.	PD&L Committee	S 7(1)(b)	Rule 19 (1) of the PSI (Education and Training) (Integrated Course) Rules 2014	5. (Motion No.1, 25 June 2015)
Criteria for recognition and approval of CPD programmes and courses for Pharmacists.	The Council shall review the criteria referred to in paragraph (1) at intervals not exceeding five years having regard to national and international advancements in theory and practice of pharmacy and healthcare, including advancements in relevant scientific and technical progress, and national policy in the areas of healthcare practice, pharmacy and professional development and learning.	To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the members of the PD&L Committee members with respect to education and training matters.	Council will be informed of the development of and any changes to and publication of the criteria for the accreditation standards for CPD programmes and courses for pharmacists in the Ctee report to Council.	PD&L Committee	Section 7 and 11	Rule 5(3) of the Pharmaceutical Society of Ireland (Continuing Professional Development) Rules 2015 (S.I. No. 553 of 2015)	1. (Motion No. 2, 24 March 2016)

	<p>Identification, selection and delivery of CPD programmes and courses for pharmacists</p>	<p>The Council shall publish guidelines, in accordance with the policy referred to in paragraph (1), providing for-</p> <p>(a) the manner and form of the application by persons seeking recognition and approval of programmes and courses</p> <p>(b) the application procedure</p> <p>(c) the conditions for approval and recognition of programmes and courses</p> <p>(d) the appeals process</p> <p>(e) fees payable to the Council in connection with the application, and</p> <p>(f) any other relevant matter.</p>	<p>The CPD process guidelines will draw on operational expertise within PSI and IIoP to deliver a streamlined process which will account for business needs.</p>	<p>The Council will receive an update at each meeting contained in the Ctee report.</p>	<p>PD&L Committee</p>	<p>Section 7 and 11</p>	<p>Rule 6(4) of the Pharmaceutical Society of Ireland (Continuing Professional Development) Rules 2015 (S.I. No. 553 of 2015)</p>	<p>2. (Motion No. 2, 24 March 2016)</p>
	<p>Registration with Institute</p>	<p>The Council shall, on a person's first registration as a pharmacist, or as the case may require, on the first continued registration as a pharmacist following the commencement of these Rules, including on re-registration or restoration of a person to the Register of Pharmacists, inform the pharmacist of his or her registration with the Institute, subsequent to which the responsibility for ongoing engagement with the Institute shall remain with the pharmacist.</p>	<p>To maintain consistency with current PSI registration processes.</p>	<p>The Head of the RQR Unit will be responsible for ensuring relevant pharmacists receive notification in writing that by registering with PSI they are automatically registered with the IIOIP and engagement in relation to CPD from then on will be between pharmacist and IIOIP.</p>	<p>PSI Registrar</p>	<p>Section 7 and 11</p>	<p>Rule 9(2) of the Pharmaceutical Society of Ireland (Continuing Professional Development) Rules 2015 (S.I. No. 553 of 2015)</p>	<p>3. (Motion No. 2, 24 March 2016)</p>

**Delegations in the area of Inspection and Enforcement
(8 Delegations)**

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref No.
	Inspection and Enforcement Function	For all the purposes of Section 71(1) of the Act, the power to <u>consider “a written report from an authorised officer”</u> .	<ul style="list-style-type: none"> Delegated in order to facilitate timely conclusion of inspection reports and to enable management of Council workload. 	Updates regarding inspections provided to Council as part of the Registrar’s report for each Council meeting.	Registrar	Section 71(1)	N/A	1. (Motion No. 1 of March 25 th 2010)
	Inspection and Enforcement Function	For the purposes of and within the meaning of Section 71(1) and 71(1)(a) the <u>power to make a decision “to take no action”</u> on foot of a report from an authorised officer.	<ul style="list-style-type: none"> Delegated in order to facilitate timely conclusion of inspection reports and to enable management of Council workload. 	Updates regarding inspections provided to Council as part of the Registrar’s report for each Council meeting.	Registrar	Section 71(1) and 71(1)(a)	N/A	2. (Motion No. 1 of March 25 th 2010)
	Inspection and Enforcement Function	For the purpose of and within the meaning of Section 71(1) and Section 71(1)(b) <u>the power to “commence disciplinary proceedings”</u> on foot of a report from an authorised officer.	<ul style="list-style-type: none"> Delegated in order to facilitate timely conclusion of inspection reports and because Council will be the decision-maker in respect of the complaint. 	Updates regarding inspections provided to Council as part of the Registrar’s report for each Council meeting.	Registrar	Section 71(1) and Section 71(1)(b)	N/A	3. (Motion No. 1 of March 25 th 2010)
	Inspection and Enforcement Function	For the purposes of and within the meaning of Section 71(1) and Section 71(1)(d) the power <u>“take such other action”</u> as considered appropriate in the circumstances on foot of a report from an authorised officer. For the avoidance of doubt this includes, in the case of an	<ul style="list-style-type: none"> Delegated in order to facilitate timely conclusion of inspection reports and to enable management of Council workload. 	Updates regarding inspections provided to Council as part of the Registrar’s report for each Council meeting.	Registrar	Section 71(1) and Section 71(1)(d)	N/A	4. (Motion No. 1 of March 25 th 2010)

**Delegations in the area of Inspection and Enforcement
(8 Delegations)**

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref No.
		offence under the Act, the bringing of summary proceedings under the Act for the offence as referred to in section 71(3).						
	Inspection & Enforcement functions	For the purpose of Section 67 of the Act and the purposes of Sections 7(2)(b)(ix) and Section 7(2)(b)(x) thereof, the <u>power to de-appoint an employee of PSI as an Authorised Officer of PSI.</u>	<ul style="list-style-type: none"> Delegated in order to facilitate timely management of staff matters. 	Updates regarding staffing provided to Council as part of the Registrar's report for each Council meeting.	Registrar	Section 67 of the Pharmacy Act 2007	N/A	19. (Motion No. 8 of Dec 2 nd 2008)
	Inspection & Enforcement Function	For all the purposes of Section 32(5) of the Act, the <u>power to prosecute</u> for an offence under Section 32 of the Act.	<ul style="list-style-type: none"> Delegated in order to facilitate timely conclusion of inspection matters and because Council will be the decision-maker in respect of any complaints arising. 	Updates regarding inspections provided to Council as part of the Registrar's report for each Council meeting.	Registrar	IMB Act 1995 (section 32 (5))	N/A	1. (Motion No. 1 of 29 th September 2011)
	Inspection & Enforcement Function	For all the purposes of Section 32F of the Act, the power to bring and <u>prosecute summary proceedings</u> for an offence under the Act.	<ul style="list-style-type: none"> Delegated in order to facilitate timely conclusion of inspection matters and because Council will be the decision-maker in respect of any complaints arising. 	Updates regarding inspections provided to Council as part of the Registrar's report for each Council meeting.	Registrar	IMB (Miscellaneous Provisions) Act 2006 (section 32F)	N/A	2. (Motion No. 1 of 29 th September 2011)

**Delegations in the area of Inspection and Enforcement
(8 Delegations)**

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Delegation Ref No.
	Inspection & Enforcement Function	<p>1. To <u>appoint a PSI employee as an Authorised Officer of the PSI</u> for all purposes of the Pharmacy Act 2007, to include Part 7 pursuant to sections 7(2)(b)(ix), 7(2)(b)(x) and 67 of the Act and all purposes of the Irish Medicines Board Acts 1995 and 2006 pursuant to section 7(2)(b)(x) of the Pharmacy Act 2007 and section 32B of the Irish Medicines Board Acts 1995 and 2006 and all purposes of section 24 of the Misuse of Drugs Act 1977 to 2007 pursuant to section 7(2)(b)(ix) of the Pharmacy Act 2007 and section 24(2) and section 24(4) of the Misuse of Drugs Act 1977 to 2007; and</p> <p>2. To <u>furnish an Authorised officer so appointed with a warrant of appointment</u> pursuant to sections 7(2)(b)(ix), 7(2)(b)(x) and 67 of the Pharmacy Act 2007, section 32B of the Irish Medicines Board Acts 1995 and 2006 and section 24 of the Misuse of Drugs Act 1977 to 2007.</p>	<ul style="list-style-type: none"> To facilitate timely appointment of an Authorised Officer 	Updates regarding staffing provided to Council as part of the Registrar's report at Council meetings.	Registrar	Section 9(1), 11(1), 11(2) and (8) and paragraph 7 of the first Schedule of the Act	N/A	Motion No. 2 of 22 March 2018

**Delegations in the area of Pharmacy Practice Development
(1 Delegation)**

	Function	Description of Function Being Delegated	Rationale for delegation	Oversight mechanism	Delegation To	Pharmacy Act Section	SI Section	Approved delegation
	Release of draft Guidance and practice standards for public consultation	As part of the development of guidance and practice standards by the PSI, the authority to release of draft guidance and/or practice standards for public consultation.	<ul style="list-style-type: none"> This is a preliminary step in the finalisation of guidance, and in order to lighten Council's workload and documentation burden it is suggested that PPD Committee could facilitate this preliminary step in the guidance drafting process. 	<ul style="list-style-type: none"> After consultation the PPD Committee presents the draft Guidance to Council for approval of policy. A robust system of update regarding guidance drafting and public consultation would be established for Council. 	PPD Committee	N/A	Not applicable	32.(Motion 2, 26 March 2015)

Included in the above delegations are several which will expire in due course, with the end of the Bachelor of Pharmacy and National Pharmacy Internship Programme

Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 10(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, that the Council having directed a <u>visit to a school of pharmacy</u> pursuant to Rule 10(1), the Committee may thereafter oversee the visitation process and report thereon to Council.	<ul style="list-style-type: none"> Administrative efficiency in the management of accreditation processes. 	PD&L Committee reports to Council at each Council meeting.	PD&L Committee	Sections 7 & 11	Rules 10(1) of the PSI (Education & Training) Rules	1. (Motion No. 1 of November 30 th 2010)
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act as implemented by Rule 15(3) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008 to <u>require persons undertaking in-service practical training programmes to undertake, during such programmes, courses of education and training</u> of such duration and length as the Committee may reasonably require.	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. 	PD&L Committee obtains Council approval for policy.	PD&L Committee	Sections 7 & 11	Rule 15(3) of the PSI (Education & Training) Rules	3. (Motion No. 1 of November 30 th 2010)
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act as implemented by Rule 15(4) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008 to <u>devise the appropriate assessment and evaluation policy and mechanisms in respect of the in-service practical training programme</u> for the purposes of the said Rule 15(4).	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. 	PD&L Committee obtains Council approval for policy.	PD&L Committee	Sections 7 & 11	Rule 15(4) of the PSI (Education & Training) Rules	4. (Motion No. 1 of November 30 th 2010)

Education and training functions	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rules 16(5)(a)-(c), 16(5)(e), 18(3)-(4), 18(6) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, to appoint the panel for the purposes of the said Rules 16(5)(a)-(c), (e), and 18(3)-(4), (6) [i.e. <u>panel to consider matters relating to character and completion of in-service training</u>].	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. To streamline the appeals process for the benefit of the appellant in order that lengthy delays can be avoided 	Council would consider the panel's recommendation from the outcome of the appeal.	PD&L Committee	Sections 7 & 11	Rules 16(5) and 18(3)-(4) and (6) of the PSI (Education & Training) Rules	5. (Motion No. 1 of November 30 th 2010)
Education and training functions	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 17(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power to form an opinion [i.e. regarding <u>in-service training establishments other than in community pharmacies or hospital pharmacy departments seeking approval for the first time</u>] for the purposes of Rule 17(1).	<ul style="list-style-type: none"> To streamline operational processes to ensure timely approval and efficiency. 	The Council will receive high-level information at every meeting relating to the numbers and types of placements approved.	PD&L Committee	Sections 7 & 11	Rule 17(1) of the PSI (Education & Training) Rules	7. (Motion No. 1 of November 30 th 2010)
Education and training	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rules 17(3) and 17(5) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power to <u>grant approval of periods of in-service practical training</u> for the purposes of Rule 17(3) and 17(5).	<ul style="list-style-type: none"> To streamline operational processes to ensure timely approval and efficiency. 	The Council will receive high-level information at every meeting relating to the numbers and types of arrangements approved.	PD&L Committee	Sections 7 & 11	Rules 17(3) and 17(5) of the PSI (Education & Training) Rules	8. (Motion No. 1 of November 30 th 2010)
Education and training	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 21(5) of the	<ul style="list-style-type: none"> To reduce administrative burden on Council and also to 	The PD&L Committee report to Council contains information relating to the	PD&L Committee	Sections 7 & 11	Rules 21(5) of the PSI (Education &	9. (Motion No. 1 of

		Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the <u>power to appoint examiners and other persons for the purposes of the Professional Registration Examination</u> as laid down in Rule 21(5).	target the specific expertise and knowledge of the members of the PD&L Committee with respect to education and training matters.	appointment of examiners.			Training) Rules	November 30 th 2010)
	Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 11(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the functions <u>to appoint persons with relevant knowledge and experience to visit a recognised institution</u> , to be known as 'visitors', within the meaning of Rule 11.	<ul style="list-style-type: none"> The specific expertise of the PD&L Committee supports the appointment of persons with relevant knowledge and expertise to act in this capacity. Furthermore, the delegation of this function will allow for enhanced efficiency of the process with regard to timelines. 	The PD&L Committee report to Council contains details of those persons appointed and the accreditation team category for which their appointment is made.	PD&L Committee	Sections 7 & 11	Rules 11(1) of the PSI (Education & Training) Rules	1. (Motion No 2, 26 March 2015)

	Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 19(2) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008 the <u>power to specify from time to time the requisite standards of knowledge, skills, experience required of a registered pharmacist and the programmes of education and training to be completed by a registered pharmacist from time to time in order that he or she may act as a tutor</u>	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the members of the PD&L Committee members with respect to education and training matters. 	Council will be informed of any changes to the knowledge, skills and experience required of tutor pharmacists and any changes to the programmes of education and training together with a summary of the evidence-base to justify any such changes in the Ctee report to Council	PD&L Committee	Sections 7 & 11	Rule 19(2) of the PSI (Education & Training) Rules	6. (Motion No 2, 26 March 2015)
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		<u>pharmacist</u> within the meaning of these Rules.		immediately following any such decision.				
Education and training function		For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 21(2) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power to <u>establish and publish the syllabus for the Professional Registration Examination</u> for the purpose of the said Rule 21.	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. 	The PD&L Ctee report to Council will summarise the syllabus material.	PD&L Committee	Sections 7 & 11	Rule 21(2) of the PSI (Education & Training) Rules	7. (Motion No 2, 26 March 2015)
Education and training function		For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 21(4) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power to <u>establish and publish examination procedures and standards to be achieved</u> for the purpose of the said Rule 21.	<ul style="list-style-type: none"> To reduce the administrative burden on Council and also to target the specific expertise and knowledge of the PD&L Committee members with respect to education and training matters. 	The PD&L Ctee report to Council will summarise the procedures and standards, including the any changes that have been introduced as a result of the review to be undertaken within a period not exceeding five years.	PD&L Committee	Sections 7 & 11	Rule 21(4) of the PSI (Education & Training) Rules	8. (Motion No 2, 26 March 2015)

Education and training function		For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 12(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the functions of <u>receiving a visitors' report and issuing it to the institution for comment</u> within the meaning of Rule 12(1).	<ul style="list-style-type: none"> This allows the process to be more streamlined and prevents a delay in the accreditation process. The accreditation team's report and the HEI's comments and observations are submitted to the PD&L Ctee for consideration and subsequently to 	The PD&L Committee will be informed of the accreditation process status. The draft accreditation report accompanied by the HEI's comments, observations and factual accuracy checks will be reviewed by the Ctee and Council once the HEI's	PSI Registrar	Sections 7 & 11	Rule 12 (1) of the PSI (Education & Training) Rules	2.(Motion No 2, 26 March 2015)
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			the Council for its approval.	comments have been received.				
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 14(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the <u>power to grant or refuse approval of a training placement in a registered retail pharmacy business or in the pharmaceutical department of a hospital</u> for the purposes of said Rule 14(1) and Rule 17(2) as it relates to Rule 14(1).	<ul style="list-style-type: none"> Proposed training placements are checked by the PD&L Unit using the criteria approved by Council. Only those training placements that meet all criteria shall be submitted to the Registrar for approval. 	<p>The PD&L Ctee will approve the procedures and process to be applied by the Unit in the processing of training placement approvals. Thereafter, the PD&L Ctee will receive high-level information at every meeting relating to the numbers and types of placements that have been approved. Training establishments that are deemed not to meet the criteria will be referred to the PD&L Ctee for consideration.</p> <p>Council will receive an update at each meeting contained in the Ctee report.</p>	PSI Registrar	Sections 7 & 11	Rule 14(1) of the PSI (Education & Training) Rules and Rule 17(2) as it relates to Rule 14(1)	3.(Motion No 2, 26 March 2015)	
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 14(2) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the <u>power to grant or refuse approval of a person's application for an individual training placement other than in community or hospital</u> for the purposes of said Rule 14(2).	<ul style="list-style-type: none"> Rule 17(1) sets out very clearly the types of training establishments that may be considered within this category. The PSI Executive would be in a position to consider an application submitted in this category and assess with reference 	<p>The PD&L Ctee will approve the procedures and process to be applied by the Unit in the processing of training placement approvals. Thereafter, the PD&L Ctee will receive high-level information at every meeting relating to the numbers and types of placements approved.</p>	PSI Registrar	Sections 7 & 11	Rule 14(2) of the PSI (Education & Training) Rules	4.(Motion No 2, 26 March 2015)	

			to the criteria set out in this Rule.	Placements which are deemed not to meet the criteria will be referred to the PD&L Ctee for consideration. Council will receive an update at each meeting contained in the Ctee report.				
Education and training function	For the purposes of and within the meaning of sections 7 and 11 of the Act, as implemented by Rule 19(1) of the Pharmaceutical Society of Ireland (Education & Training) Rules 2008, the power <u>to recognise a registered pharmacist as a tutor pharmacist</u> for the purposes of said Rule 19(1).	<ul style="list-style-type: none"> Proposed tutor pharmacists are checked by the PD&L Unit using the criteria approved by Council. Only those pharmacists that meet all criteria shall be submitted to the Registrar for approval. 	The PD&L Ctee will approve the procedures and process to be applied by the Unit in the processing of tutor pharmacist approvals. Thereafter, the PD&L Ctee will receive high-level information at every meeting relating to the numbers of tutor pharmacists and placement information that have been approved. Pharmacists who are deemed not to meet the criteria will be referred to the PD&L Ctee for consideration. Council will receive an update at each meeting contained in the Ctee report.	PSI Registrar	Sections 7 & 11	Rule 19(1) of the PSI (Education & Training) Rules	5.(Motion No 2, 26 March 2015)	

Appendix 4 Questionnaire used for individual Discussions

PSI Questionnaire

President / Vice President / Chairs General

1. What outcome would you like to see from this review? Please outline your reasons?
2. Which Committees are most effective in your view? Why is this?
3. How well do Council members understand the To R for current committees?
4. Please assess the current effectiveness of reporting of Committees to Council
5. To what extent, do you believe committees carry out valuable work which it is not possible to conduct at Council? On a scale of 1-10 (10 being excellent)?
6. The 2018 -2020 Corporate Strategy identifies 4 areas of strategic results. How would you assess the alignment of the current committee structure to these 4 areas?
7. Are there any other committees in your view which should be established to address areas of specific need not currently served by a Committee?

8.What do you believe is a reasonable amount of time per year for a Council member to commit to PSI business, including Committees?

9.A number of Committees have co – opted members as a key element of their membership. How would you assess the current composition of skills / competencies amongst committee members, including co– opted members?

Specific

1. What are the KPI's for your committee for 2018? How were these established?

2. On a scale of 0-10, (10 being excellent), please assess the current performance of your committee. Please outline your reasons for this view

3. What is the key unique value which your committee can deliver to the Council / PSI?

4. Which of the 4 key areas of strategic results is your committee aligned to ?

5. What works well currently?

6. What can be improved?

7. What were the key issues arose in your last evaluation of the Committee? Have you suggested any changes to the Committee or how it operates? Please outline

8. If the Committee didn't meet, what difference would it make to the work of Council /PSI?

9. When do you agree your programme of work for the year for the Committee?

10. Does the work of your committee depend / overlap with any other Committee?

Appendix 5

Current Outline of Governance Framework including Reserved Powers of Council

Area	Council	Sub-Committee	Registrar	SMT
Corporate Strategy, Vision/Mission/Values	(A)	Strategy Review Group (P)	(P)	Considered and prepared by SMT
Communications Strategy	(A)		(P)	Considered by SMT
Organisational Performance	(A) Quarterly Reporting on Service Plan Implementation	Strategy Review Group (P) in relation to Strategy Implementation Administration and Finance Committee in relation to the Budget (P)	(P) Performance Evaluation System in relation to the Strategy and the Service Plan	
Organisational Structure	Council considered Mazars report. Structure was indicative as opposed to seeking approval on it	Administration and Finance Committee considered the Mazars Report for the purpose of strategic financing	(A)	
Human Resources	This is delegated to the Registrar. Council considered Mazars report and approved a certain number of posts to be submitted to the DoH as business cases. (A) Registrar appointment (A)		(P)	HR polices (A)

Area	Council	Sub-Committee	Registrar	SMT
Financial Resources	(A)	Administration and Finance Committee P	(P)	
Policy Approval (difficult to document this one as there are so many policies, but this gives an indication. All policies that are approved by Council would be considered in advance by the SMT and in most instances, would have gone through a Committee)	(A) of Procurement Policy, Protected Disclosure Policy, Customer Charter, Conflict Resolution Policy, Governance Polices, Risk Management Policy, Internal Audit Charter	<p>Audit and Risk Committee(P) Risk Management and Protected Disclosure Policy, Internal Audit Charter</p> <p>Administration and Finance Committee would (P) Procurement policy</p> <p>Other Committees would propose regulatory policy etc.</p>		(A) of Media Policy, Social Media Policy, Data Protection Policy, Business Continuity Planning, Crisis Communication Protocol
Legal and Regulatory Compliance	(A) Annual Report and Financial Statements, Service Plan	<p>(P) Administration and Finance Committee propose financial statements and budget,</p> <p>(P) Audit and Risk Committee propose Statement of Internal Control</p>	(P) Service Plan and Budget	(P) SMT and Registrar consider Service Plan, Annual Report and Financial Statements in advance of Committees and Council
Risk Register	(A) Review Corporate Risk Register at every meeting.	Advisory Committee review Risk Registers in		SMT Review Corporate Risk Register Regularly

Area	Council	Sub-Committee	Registrar	SMT
		<p>their areas on a quarterly basis</p> <p>Audit and Risk Committee review Corporate Risk Register quarterly and do a deep dive into Dept Registers quarterly as well</p>		and receive updates from Department Registers
Delegations	(A)		(P) List of delegations	Signed off by SMT
Appointment of President	(A) Election Process			
Appointment of Registrar/Secretary	(A) The President is involved in the recruitment process which goes through PAS			
Establishment of Committees and Working Groups	(A)		Sometimes this is at the (P) of the Registrar	
Appointments to Advisory and Disciplinary Committee	(A)	Nominations Sub-Group (P)		
Evaluation of Council and Performance	(A)	<p>Chairpersons Forum review performance results of Council and Committees</p> <p>All Committees review performance of themselves</p>		Review Performance outputs
Appointment of Auditors	(A)	Member of Audit and Risk Committee sit on tender evaluation		

Area	Council	Sub-Committee	Registrar	SMT
		panel for Internal and External Auditor (P)		
Terms of Reference	(A)	All Committees review their Terms of Reference on an annual basis.		

Key:

A=Approver

P=Proposer