

BUSINESS PLAN 2019



Bord Altranais agus
Cnáimhseachais na hÉireann
Nursing and Midwifery Board of Ireland

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Foreword

The primary function of the Nursing and Midwifery Board of Ireland (NMBI) is to protect:-

- the public in its dealings with nurses and midwives

and

- the integrity of the practice of nursing and midwifery

through

- the promotion of high standards of professional education, training and practice and
- professional conduct among nurses and midwives.

The NMBI performs its functions in the public interest.

The 2019 Business Plan is underpinned by the NMBI's Statement of Strategy 2017-2019 and builds on the progress we made in 2018. <https://www.nmbi.ie/What-We-Do/Our-Role/Statement-of-Strategy>.

Key achievements in 2018

Registration

The core of what we do:

Over 1307 overseas nurses and midwives have been registered to enter the Irish health system by NMBI already this year (November 30th , 2018). The number of total registrations in the 11 months so far this year is over 4113 in total registered.

Improving the way we do it:

2018 has seen a number of development in relation to how we register nurses and midwives.

- A new suite of Registration Rules came into effect on June 25th, 2018 following consultation You can read more about them here: <https://www.nmbi.ie/What-We-Do/Legislation>
- A revised policy on English language competence came into effect on April 2nd. We also extended the English language competence testing tools accepted by NMBI in this context. You can read more about this here: <https://www.nmbi.ie/Registration/Trained-outside-Ireland/English-Language-Requirements>.

- A new policy on Post Qualification Experience was introduced in February. Non EU applicants to NMBI seeking to have their qualification recognised may now submit details of their post qualification experience as part of their application. <https://www.nmbi.ie/News/News/Change-in-NMBI-Registration-Process-for-EU-app>
- We also launched new Standards and Requirements for Advanced Midwifery Practice and Advanced Nursing Practice. These standards define how registrants can join the advanced practice divisions of the NMBI register. Our new Registrant Rules mean that NMBI are now looking solely at an applicant and their competency to practice as an advanced practitioner in their area of speciality. ANP and AMP candidates no longer have to a post set up and agreed before joining the register. You can find out more here: <https://www.nmbi.ie/Registration/Advanced-Practice>

Work has continued on our new Registrant Life-Cycle Solution – Project Nightingale. Following a tender process, a preferred vendor was selected and on 30 November 2018, NMBI entered in to contract with the preferred vendor for the supply, design, implementation and support and maintenance of the solution. This project will continue through 2019 will full roll out in Q1 and Q2 2020.

Fitness To Practise

The core of what we do:

Based on 2017 figures and a Register of 70,000, 0.18% of registrants were the subject of a complaint. In cases where a decision was made, 46% progressed to an inquiry. So far in 2018, we have received 110 complaints.

Education

Improving the way we do it:

A number of changes have been delivered to date this year:

- In 2016, following extensive consultation, NMBI published updated Education Standards and Requirements to support nursing and midwifery care

<https://www.nmbi.ie/Education/Standards-and-Requirements>

The standards and requirements define what content, theory and practice make up a programme of education which can lead to registration with NMBI.

- In 2018 we have assessed all pre-registration nursing and midwifery programmes against these standards (>50) and students entering the education system in September 2019 will be participating in programmes meeting these new standards.
- 2018 has also seen us roll out a Competency Assessment Tool for students.
- Standards for Advanced Midwifery Practice were published [https://www.nmbi.ie/NMBI/media/NMBI/Advanced-Practice-\(Midwifery\)-Standards-and-Requirements-2018-final_2.pdf](https://www.nmbi.ie/NMBI/media/NMBI/Advanced-Practice-(Midwifery)-Standards-and-Requirements-2018-final_2.pdf)
- In July 2017 work commenced on a project to define a “Managing the Maintenance of Professional Competence Scheme” for Nurses and Midwives. This work continued in 2018. Monitoring the maintenance of professional competence will assure the public and the profession that registrants continue to learn and develop throughout their career to keep their skills and knowledge up to date thus supporting their ability to practise safely and effectively.
- November saw us mark one hundred years of Midwifery Regulation with a NMBI Midwifery National Conference.

Organisation

Our strategy highlighted the need to invest in and develop our organisation and we started on this journey in 2017.

Our 3 year workforce plan has been discussed with the Department of Health and we are working towards delivering on our target headcount and organisation design.

A number of positions were advertised and filled 2018 however there have been a number of challenges. We have had turnover in core staff positions (including CEO, Director of Corporate Services, and Finance Manager) and have had difficulty being able to offer a competitive package to attract the right talent into these positions.

2018 also saw a re-invigoration of the performance management and development approach in NMBI. We will continue to focus on this area in 2019.

We identified a capability development plan for staff and tendered for external suppliers as required. This staff development plan will be delivered throughout 2019.

A full time Communications Manager was in place for 2018 and as a result we made significant inroads with our communications strategy (see below).

Communications

With a new Communications Manager in place a communications plan for 2018-2019 (in line with the overall Statement of Strategy) was developed and key milestones are being tracked and met. Deliverables this year included:

- An FOI Publication Scheme was defined and published
- An NMBI Media Policy was developed and published
- GDPR Policy was developed and published on our website
- NMBI published its first Communications Strategy and Plan (approved by Board and DOH)
- An Organisational 'Values' and corporate communications signage project was completed for NMBI building

Data Protection Achievements 2018

GDPR came into effect in May 2018.

- Inventories, mapping and risk assessments were completed for our business.
- Six new data protection policies were drafted and approved for the organisation.

Focus in 2019

2019 will see us focus a significant proportion of our business change capacity on two critical projects:

1. The implementation of a new Registrant IT Solution
2. The public consultation on and design of a Professional Competence Scheme.

These projects were started in 2017. The Registrant IT Solution is progressing as expected against its key milestone plan. The Professional Competence Scheme has yet to go out for comprehensive public consultation.

We will continue to invest in our people and the organisation to ensure we are equipped to meet the needs of our registrants, the public and our stakeholders.

2019 will also require us to respond to the Termination of Pregnancy Bill. This may include an update to our code, standards etc.

Our Mission and Values

The NMBI is an independent body that exists to protect the public and the integrity of the practice of the professions that we regulate.

Our vision is to provide leadership to registered nurses and registered midwives to deliver safe care through innovative and proactive professional regulation.

Our mission is to protect the public and the integrity of the professions of nursing and midwifery through the promotion of high standards of education, training, and professional conduct.

Our values are

- **Transparency:** We share information about our work and accept responsibility to efficiently use organisation resources, improve our systems, and help our registrants deliver safe and effective patient care.
- **Trust:** We act with honesty and integrity, not compromising the truth
- **Leadership:** We lead by example that is, doing the right thing for the right reasons and not compromising core principles.
- **Respect:** We treat our stakeholders with mutual respect and sensitivity. We respect all individuals and value their contributions.
- **Equality and fairness:** We strive for equality and fairness in our dealings with registrants, members of the public and organisations.

Organisation Structure

The Board comprises of 23 members with a lay majority of 12. There are 8 elected members. All Board members act in a non-executive capacity.

The Board sets the overall strategy and governance arrangements. The Chief Executive Officer is accountable to the Board for delivery. The Chief Executive Officer is supported by a Senior Management Team.

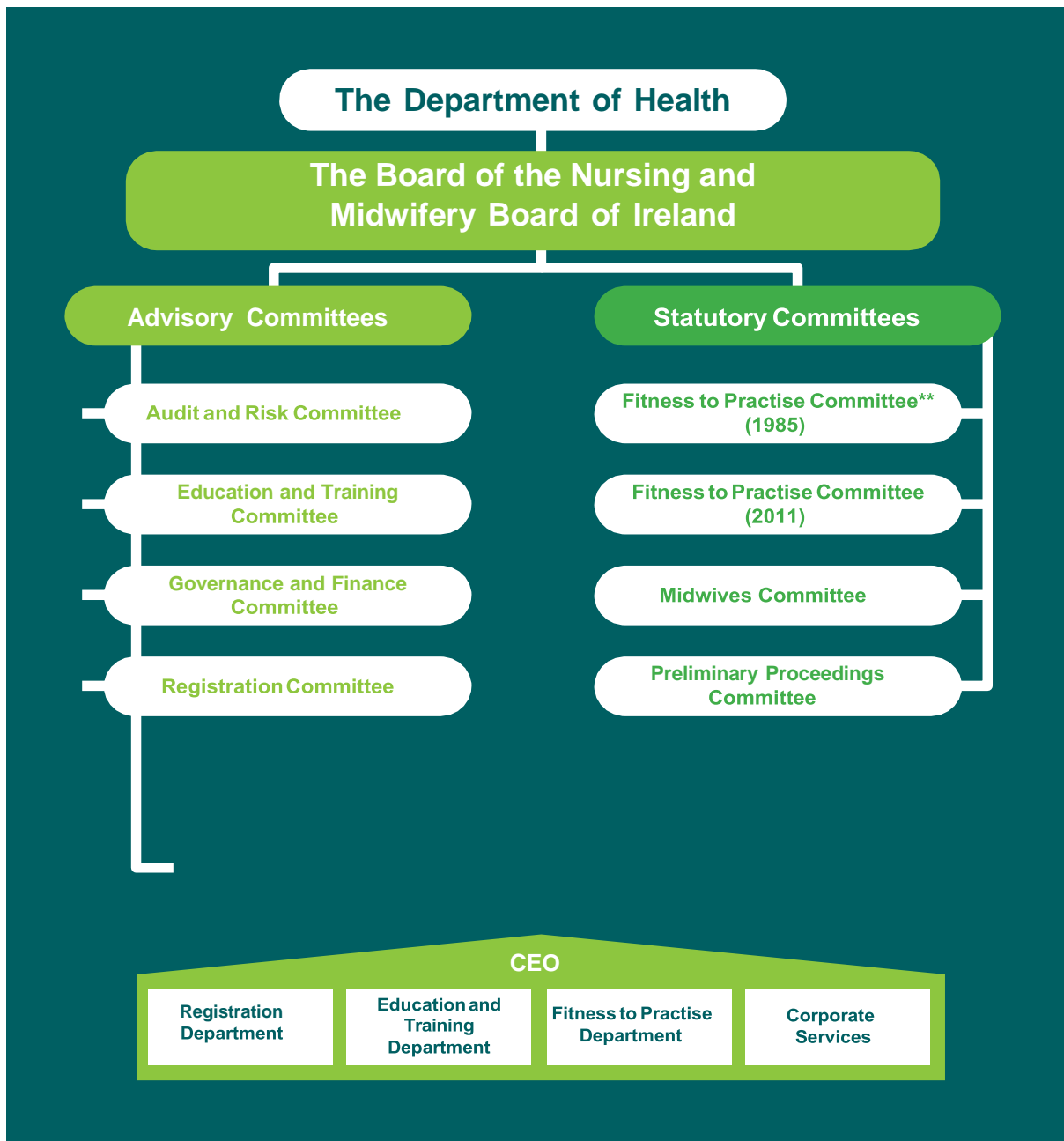
A number of Committees have been established under the Nurses and Midwives Act 2011 to support the Board in its work

- Fitness to Practise Committee established under the 1985 Act to inquire into complaints made prior to the commencement of the 2011 Act
- Fitness to Practise Committee established under the 2011 Act to inquire into complaints referred by the Preliminary Proceedings Committee considered to warrant further action
- Preliminary Proceedings Committee established under the 2011 act to consider all complaints made and determine whether there is sufficient cause to warrant further action
- Midwives Committee established under the 2011 Act to provide advice to the Board in relation to midwifery practice

The Board has established a number of Advisory Committees to assist it in its work in the following areas:

- Audit and Risk Committee – this committee’s function is to monitor the effectiveness of financial management and control, risk management and internal audit
- Governance and Finance Committee – this committee ensures that our systems of governance and financial planning and resourcing are effective
- Registration Committee – This committee oversees and provides strategic direction to the registration function as set out in the Nurses and Midwives Act. The committee advises the Board on all matters relating to Registration and Recognition of qualifications gained outside the State.
- Education and Training Committee – This committee advises and makes recommendations to the Board in relation to all issues pertaining to the

Education and Training function of the Board in accordance with the provisions of the Nurses and Midwives Act, 2011 (Part 10)



The Internal organisation structure reflects the statutory functions as set out in the Nurses and Midwives Act 2011. These are currently supported by four directorates based on these statutory functions. Each Directorate is led by a director who reports to the Chief Executive Officer. The directors are not members of the Board. The title reflects an executive leadership role within the NMBI.

Strategic Priorities guiding Operations

The strategic priorities for the organisation outlined below, are drawn from the Statement of Strategy 2017 - 2019.



Strategic Priorities

1. We will continue to fulfil our statutory remit under the Nurses and Midwives Act, 2011 and implement the remaining provisions as they are commenced.
2. We will strengthen our communication with our registrants, the public and our key stakeholders.
3. Our stakeholders will understand how we work and find us more consistent, efficient and effective to deal with.
4. We will have an organisation equipped to deliver on our strategy.

Strategic Priority 1:	We will continue to fulfil our statutory remit under the Nurses and Midwives Act, 2011 and implement the remaining provisions as they are commenced.	
Key Priorities 2017 - 2019	<ul style="list-style-type: none"> • Maintain the Register of Nurses and Midwives. • Evaluate applications from Irish and overseas applicants who want to practice as nurses and midwives in Ireland. • Support nurses and midwives in their practice by setting standards and monitoring the education and training for nurses and midwives. • Promoting evidence-based nursing and midwifery practice by setting standards for nurses and midwives on professional practice, professional conduct and ethics. • Responding to and investigating complaints against nurses and midwives. • Establish and implement mechanisms to ensure that the NMBI fully meets the Competent Authority functions under Directive 2005/36/EU • Develop and implement a Professional Competence Scheme. • Continue to work with the Department of Health on our primary legislation to ensure we can deliver the public protection and patient safety envisaged under the 2011 Act, and where necessary, seek legislative amendments as required. • Continue to inform policy and legislation. 	
Business Plan Objective 2019		Target Date
1.1	Maintain the Register of Nurses and Midwives	Ongoing
1.2.	Recognise qualifications , provide statistical information on application for recognition of qualifications and registration processes	Ongoing
1.3	Approve third level institutions and health care institutions in respect of educational programmes leading to registration both pre-registration and post-registration.	Ongoing.
1.4	Continue to review and develop standards and requirements for all education programmes regarding pre-registration and post-registration programmes.	Ongoing.
1.5	Continue to examine complaints and manage PPC and FTP activities	Ongoing
1.6	Public consultation on Professional Competence Scheme, Rules and setting out the requirements	2019 (exact timing tbc)
1.7	Impact assessment on core NMBI documentation of the Code, Scope of Practice, Practice Standards, Registration Programme Standards and Requirements in the context of Abortion Legislation.	Q1 2019

Strategic Priority 2:	We will strengthen our communication with our registrants, the public and our key stakeholders	
Key Priorities 2017-2019	<p>We will build trust through open and transparent communications.</p> <ul style="list-style-type: none"> - By communicating better with registrants, employers, managers and the public, we will influence professional practice and the care environment - We will create and maintain a comprehensive programme for communication and stakeholder relations, ensuring that there is a clear plan for engaging with and listening to others. By listening to and working with others we can have a greater impact on public safety. - We will work in partnership with other regulators and other health and social care agencies. <p>We don't act alone in protecting the public. Our experience day to day, as well as what we have learned from the past, shows that we need to be better at responding to concerns, sharing information and working together; therefore partnership and collaboration with other regulators, employers and unions, will be a strong theme for the next 3 years.</p>	
	Business Plan Objective	Target Date
2.01	Deliver on 2019 communications plan	Ongoing
2.02	Publish approved Board minutes	Ongoing
2.03	Conduct listening events and stakeholder meetings	Ongoing
2.04	Provide for accurate, timely and appropriate information to the Department Of Health	Ongoing
2.05	Mark 100 years of nursing regulation in Ireland.	Q1-Q4
2.06	Publish the Annual Report and Audited Accounts for 2018.	Q4 2019
2.07	Analyse FTP outcomes and publish material for registrants addressing risk factors for poor practice.	Ongoing
2.08	Provide for accurate, timely and appropriate responses to PQ's and FOI requests	Ongoing

Strategic Priority 3: Key Priorities 2017-2019	Our stakeholders will understand how we work and find us more consistent, efficient and effective to deal with <ul style="list-style-type: none"> - We will publish clear, easy to understand, information about our role and what we do. - We will clearly explain how people can contact us and how our processes and services work - We will define and publish service standards for our service users. - We will publish clear, easy to understand, evidence based guidance documents for our registrants - We will develop clear standards and requirements to inform nursing and midwifery education programmes that lead to education - 	
Business Plan Objectives		Target Date
3.1	Configuration and rollout of New ICT Registration System – Registration Module Rollout will include a guide to registration and on-line application form.	Q1-Q4 2019
3.2	Configuration and rollout of New ICT System – Education Module	Q4 2019
3.3	Configuration and rollout of New Case Management System – FTP	H1 2019
3.4	Develop a Customer Action Plan (including customer charter and SLA's)	2019
3.5	Continue process improvements to deliver significantly reduced processing times for applicants to join the Register	Ongoing
3.6	Update website content	Ongoing

Strategic Priority 4:	We will have an organisation equipped to deliver on our strategy
Key Priorities 2017-2019	<p>We know that continuing to improve how we work in a resource constrained environment will make strong demands of our organisation and our people. For this reason we know we need to be a more efficient and effective organisation.</p> <ul style="list-style-type: none"> • We will invest in relevant technology to ensure that applications are in place to support the core functions of the Nursing and Midwifery Board of Ireland. <p>It is critical that our systems and applications develop at a pace that matches our ambition in fields such as self-service, efficiency and effectiveness, eliminating paper from the system and enhancing our data and intelligence capability.</p> <ul style="list-style-type: none"> • We will support staff so they have the knowledge, skills and competencies to do their jobs effectively and with confidence. • We will fundamentally redesign our processes and procedures to meet increased demand and user expectations and reduce cost to serve. • We will proactively review the structure of our organisation to allow for the effective and efficient delivery of our legislative remit. • We will enhance the ability of our service users to self-serve through digital channels. • We will fully comply with the Code of practice for the Governance of State Bodies 2016 • We will have identified a sustainable funding model and be operating within it • We will continue to identify and address corporate risks

Strategic Priority 4: We will have an organisation equipped to deliver on our strategy		
Business Plan Objective		
	Target Date	
4.01	Monitor compliance with procurement policies and procedures	Ongoing
4.02	Update software	As required
4.03	Review and monitor our financial position against a three year Financial Plan	Ongoing
4.04	Implementation of HR Strategy and details HR Operational Plan	Ongoing
4.05	Continue roll and enhancement of PMDS fully aligned with Directorate Workplans	Q1-Q4 2019
4.06	Staff training and development programme tailored to support organisational and staff development	Ongoing
4.07	Workforce Plan : ongoing management and delivery against plan	Ongoing
4.08	Ongoing development and implementation of our GDPR policies & procedures	Ongoing

Summary of Key Business Plan Targets for 2019

The Business Plan is supported by Directorate work plans that set out the individual Business as Usual and the Strategic Initiatives plans for each Directorate within NMBI. We have identified the following elements as those that are critical to the progress needed to ensure improved organisation effectiveness and the delivery of the remaining outstanding elements of the 2011 Act.

1. The implementation of a new Registrant System will be critical to the delivery of continued improvements in value for money and processing efficiencies.

Work commenced in 2017 to identify requirements and tender for a new Registration system. It is planned to go live in 2019 with the Registration module initially with the critical work of detailed design, configuration and testing to commence late in 2018. More efficient and quicker processing of registrations will be supported by better software systems. This as well as the process reviews which we have been working on in 2018 will ensure that we are managing the registration assessment process optimally in the future. The applicant and registrant portal should also significantly improve applicant and registrant experience.

2. The implementation of a new software case management system to support FTP activities will be critical to the delivery of continued improvements in value for money, processing efficiencies and reporting capability.

Requirements have been defined. It is planned to go to tender in Q4 2018 and implementation is expected to complete within the first half of 2019.

This case management system will track complaints & inquiries, will automate alerts and be a repository for all material associated with complaints, PPC and FTP activity. It will significantly reduce manual

scheduling, filing, and tracking and increase our reporting capability.

3. Implement the education module of the new Registrant system to support the audit of clinical placement sites for the undergraduate programmes and approval/reapproval of education programmes.

This case management system will track activities, schedules, documentation, automate alerts and significantly reduce manual scheduling, filing, and tracking and increase our reporting capability.

4. Continue project based work on the Management and Maintenance of Professional Competence Scheme. Our plan in 2019 would be an extensive public consultation the topic which would allow us to refine a scheme and bring to the relevant stakeholders for approval and signoff.
5. Further improve the channels of communications with all stakeholders. We started this journey in 2018 by providing focus and resources to this area and simple improvements such as greater use of Consultation exercises, email, etc. We will now be moving this to the next level with a Customer Action Plan and associated SLA's.
6. In the context of the new abortion legislation we will need to examine our core documentation to understand what changes may need to be made, consult on any proposed changes and implement them. This will include but may not be limited to the core NMBI documentation of the Code, Scope of Practice, Practice Standards, Registration Programme Standards and Requirements.

Required Resources

The 2019 Business Plan has been developed on the basis of resources expected to be available to the NMBI in 2019. The budget is attached at Appendix 1.

We will continue to work with other agencies to identify opportunities for shared services and resources. All recruitment for replacement of existing posts as well as new posts requires sufficient funds to pay the salaries, prioritisation of posts and prior sanction from the Department of Health in relation to each post. Successful delivery of the Business Plan will be dependent on gaining the necessary approval to maintain and develop our workforce with the appropriate skills and expertise.

Performance and Risk Management

2017 & 2018 saw NMBI carry out significant reform in its core business processes. We have also commenced the development of our infrastructure and our internal systems. 2019 will see us continue on our reform journey. However, this reform and change is not without risk. We will review and appropriately manage our risks throughout the year and provide assurance to the Board of the NMBI. We will enhance our risk management approach in the identification, assessment, monitoring, management and reporting of risk under the stewardship of the Audit and Risk Committee.

Reporting

We will report on the delivery of objectives quarterly to the Board and take a half yearly review of delivery against our strategic priorities. We will submit progress reports on our Statement of Strategy to the Minister in our Annual Report and at such other intervals as required by the Department of Health.

Business Plan Assumptions

Section 20 (2) of the Nurses and Midwives Act 2011 requires the Board to prepare a business plan and ensure that the plan

- indicates the type and volume of business to be undertaken by the Board during the period to which the plan relates;
- indicates any capital plans proposed by the Board;
- contains estimates of the number of employees of the Board for the period and the business to which the plan relates.

The key assumptions included in Business Plan and Budget 2019 are as follows.

Income Generation

The budget Income is derived from the following key drivers.

	Volume	Fee	Total Income €
Annual Retention Fee	68,000	100	6,800,000
Inactive choosing to join the Active Register	3,000	100	300,000
Overseas Applications	3,700	350	1,295,000
Overseas Registrations	2,775	145	402,375
Other Overseas Fees			6,880
Irish trained Registrants	1,400	145	203,000
Restoration to the Register	900	250	225,000
Verification fees	1,000	80	80,000
Advanced Nurse/Midwife Practitioner Fee	100	145	14,500
Other registration Income			21,310
Total Registration			9,337,000
Contribution to NCC			200,000
Superannuation			78,248
DOH Funding			
Bank Interest			2,000
Total Income			9,628,313

The volumes used are an estimate based on the number of registrants as at 1 October, 2018.

Assumptions underlying this budget are as follows:

- The NMBI has not allowed for any increase in the rates it charges for its services.

- ARF (Annual Retention Fees) It is assumed that there will be 68,000 registrants paying the ARF in 2019.
- We also anticipate that a proportion of our inactive registrants will become active registrants as a result of our project in this area. Of the 30,000 inactive registrants, 45% are retired, and 35% are on a career break. We have assumed 3,000 will join the active Register.
- Overseas applications are expected to be similar in 2019 (3,700) as in 2018.
- Irish registrations reflect our estimate of the numbers to be registered from Irish graduates.
- Verification Fees are similar to 2018 expected outturn
- Contributions to the Nursing and Careers Centre are expected to remain at €200,0000
- Superannuation income is pension contributions received from staff who is members of the pension scheme prior to the new SPSPS of salaries and is based on the salaries budget.
- Increased recruitment in HSE of 1000 additional recruitments.

Capital Expenditure Plan

We have set out an ambitious plan for progressing a number of key infrastructure projects in 2019 which will involve significant capital expenditure.

These include:-Development of a new Registrant ICT system with distinct modules for Registration, Education and FTP and support of the Professional Competence Scheme.

Staff Numbers

NMBI starts 2019 with the existing headcount of 57.1 WTE staff. Discussions are on-going with the Department regarding staffing arrangements.

Conclusion

The Budget attached to this business plan will be carefully monitored and managed throughout the year with monthly reports presented to the Department and at each Board meeting. A revised Budget will be prepared mid -year to reflect any changes in assumptions, actual year to date income and expenditure profiles and projected end of year outturn.

2019 will be a challenging year for the Board with the continued implementation of the Nurse and Midwives Act 2011 and the Reform programme. However the Board and management are confident that with the continued support of the key stakeholders we will deliver this Business Plan for 2019.

	€		€
	Budget 2019		Forecast 2018 as at November
2019 Budget	7,100,000		6,749,505
Overseas Application	1,299,000	}	1,717,203
Overseas Registrations	405,255		
Irish Registration fees [students & Irish trained registrants]	203,000	}	578,017
Other Income [duplicate cert, appeals, transcripts, superannuation requests]	340,810		
Deferred income release - Dept of Health			-
Contribution towards Nursing Careers Centre	200,000		200,000
<u>terest income</u>			
Superannuation Income	78,248		77,384
Bank & investment interest income	2,000		1,251
Total Income	9,628,313		9,323,360
Wages and salaries (incl Employer SPSPS contribution)	- 3,004,377		- 2,524,475
Pension costs	- 431,708		- 380,862
Agency	- 307,583		- 556,370
TOTAL PAYROLL EXPENDITURE	- 3,743,668		- 3,461,707
<u>General Administrative Costs</u>			
Maintenance	- 263,523		- 203,344
Light , heat and electricity	- 50,000		- 57,047
Insurance	- 52,416		- 52,487
Rates	- 105,000		- 99,619
Catering	- 7,000		- 13,671
Audit and finance costs	- 60,500		- 45,815
Bank interest and charges	- 47,856		- 47,144
Telephone costs	- 50,000		- 42,000
	- 636,295		- 561,127
<u>Legal/FTP costs & Professional fees</u>			
FTP - Legal, stenographer, assessor and witness costs	- 2,502,507		- 2,482,481
Professional fees	- 631,360		- 592,885
	- 3,133,867		- 3,075,366
<u>Other Corporate and Support Costs</u>			
Board fees, expenses and Training	- 139,933		- 70,845
Election			-
ICT support costs	- 415,256		- 258,666
Travel, Subsistence & Site Visits	- 167,380		- 146,052
Other Office and Corporate Costs	- 110,980		- 154,893
Qualification Assessors	- 150,000		- 50,000
Printing, Postage and Courier Costs	- 266,000		- 199,442
Staff Training, Welfare and recruitment	- 120,000		- 83,000
Call Centre	- 250,000		- 314,000
	- 1,619,549		- 1,276,898
Total Gross Expenditure (Excl Dep)	- 9,133,379		- 8,375,098
Net Surplus / (Deficit) before Depreciation	494,934		948,262
Less depreciation	- 427,204		- 369,305
Operating Surplus/(Deficit) after Depreciation	67,730		578,957

NURSING AND MIDWIFERY BOARD OF IRELAND

FORECAST 2018 BALANCE SHEET

2019 Budget

	Forecast 2019	Forecast 2018
<u>Fixed Assets</u>		
Freehold land	1,265,833	1,265,833
Premises	9,188,045	9,439,829
Equipment and fittings	595	670
Computer hardware and software	134,743	151,060
Registration System	89,232	89,232
	10,678,449	10,946,624
<u>Current Assets</u>		
Cash at Bank and in hand (inc deposits)	5,284,795	5,020,193
Debtors	16,488	15,930
Prepayments	93,086	86,191
	5,394,369	5,122,314
<u>Current Liabilities</u>		
Amounts falling due within one year:		
Trade creditors and accruals	(1,064,225)	(895,579)
Deferred income - ARF	(3,330,000)	(3,330,000)
Deferred income - Dept of Health	0	0
Mortgage due in one year	(232,496)	(232,496)
	(4,626,721)	(4,458,075)
Net Current Assets / (Liabilities)	767,648	664,239
<u>Non-Current Liabilities</u>		
Amounts falling due after one year		
Mortgage due after one year	(1,741,305)	(1,973,801)
Net Assets	9,704,792	9,637,062
<u>Represented By</u>		
Surplus / (Deficit) for the year	67,730	578,957
Reserves brought forward	9,637,062	9,058,105
Capital Funding - Dept of Health	0	0
Accumulated Fund	9,704,792	9,637,062
	0	0

NURSING AND MIDWIFERY BOARD OF IRELAND

FORECAST 2018 CASH FLOW STATEMENT

2019 Budget

	Forecast 2019	Forecast 2018
<u>Cash Flows from Operating Activities</u>		
Excess Income over expenditure	67,730	578,957
Depreciation and impairment of fixed assets	427,204	369,305
(Increase)/Decrease in receivables	(7,453)	254,398
Increase/(Decrease) in payables	168,646	(88,056)
Deposit interest received	(2,000)	(1,251)
Bank interest paid	47,856	47,144
	701,983	1,160,497
<u>Cash Flows from Investing Activities</u>		
Payment to acquire property, plant & equipment	(159,029)	(208,372)
	(159,029)	(208,372)
<u>Cash Flows from Financing Activities</u>		
Bank interest received	2,000	1,251
Bank interest paid	(47,856)	(47,144)
Mortgage repayments	(232,496)	(232,496)
	(278,352)	(278,389)
NET INCREASE / (DECREASE) IN CASH	264,602	673,736
Cash and Cash Equivalents at start of the year	5,020,193	4,346,457
Cash and Cash Equivalents at end of the year	5,284,795	5,020,193
	0	(0)