

BUSINESS PLAN 2018



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

Key achievements in 2017

Registration

The core of what we do:

Over 2661 overseas nurses and midwives have been registered to enter the Irish health system by NMBI already this year (October 2017). The number of total registrations in the 9.5 months so far this year is over 3844 in total registered by NMBI. This approximately equates to the number registered in totality in 2016 (12 months).

Improving the way we do it:

At the beginning of 2017 Registration activities were not stable and there was a significant number of files in Overseas applications waiting to be actioned. A dedicated project team was assigned to process overseas applications and we now have a more acceptable level (not building) of files awaiting action. 2017 saw us invest in process and SOP (standard operating procedure) redesign and documentation. While this has delivered benefits in its own right it is also an important foundation for our planned new Registrant IT system. This work is ongoing.

Work commenced on our new Registrant IT system project to gather requirements for, select and implement a new system. A project manager was appointed in June, requirements for the Registrant IT system have been confirmed and a tender document has issued (October). This project will continue through 2018.

Fitness To Practise:

The core of what we do:

There are currently 69,802 nurses and midwives on the NMBI Register (as at 23rd October, 2017). In addition there are 30,375 on the Inactive* Register.

NMBI typically receives less than 100 complaints each year meaning that a very small number on the Register are the subject of a complaint, approximately 0.1%. Only 30-35% of those complaints progress to inquiry. So far this year 103 complaints about registrants have been received (as at the 23rd October, 2017)

Improving the way we do it:

A new guide to Fitness to Practise has been published and is accessible on our website (<https://www.nmbi.ie/NMBI/media/NMBI/A-Guide-to-FTP-NMBI-2017.pdf>).

* Individuals on the Register who are inactive are nurses or midwives who for a number of reasons are no longer practising. They have not paid the Annual Retention Fee, one of the conditions which is necessary to maintain active registration and to practise as a nurse or midwife in Ireland under the Nurses and Midwives Act 2011.

Education:

Improving the way we do it:

With a number of new project officers assigned to this area we are piloting a number of changes in our conduct of Education Institution, Programme and Placement site assessments.

In 2017 we developed and consulted on a clinical assessment document & perceptorship guidance (for students). This will be implemented in 2018. We also developed a national clinical audit tool for clinical placement. We also completed on the setting on and publishing of standards for post registration programmes for registration.

Work commenced on a Professional Competence Scheme with the appointment of a Project Office in July and we would hope to go to public consultation by end of 2017/early 2018. As discussed below this project will be a major focus for 2018.

Organisation

Our strategy highlighted the need to invest in and develop our organisation and we have started this journey in 2017. Achievements include: A Director of Midwifery being appointed. An IT Steering Group is now in place. A Project Office was established to monitor and provide support to delivery of our reform agenda. A number of positions were advertised and filled and a CO panel was identified.

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.

Focus in 2018:

2018 will see us focus a significant proportion of our business change capacity on two critical projects:

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

Both of these projects were started in 2017 and are progressing to plan against their milestone plans.

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. In 2018 this will include the re-invigoration of the performance management, establishing a customer charter and publishing service level agreements. We will also be developing a comprehensive Communication Plan for our stakeholders.

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.

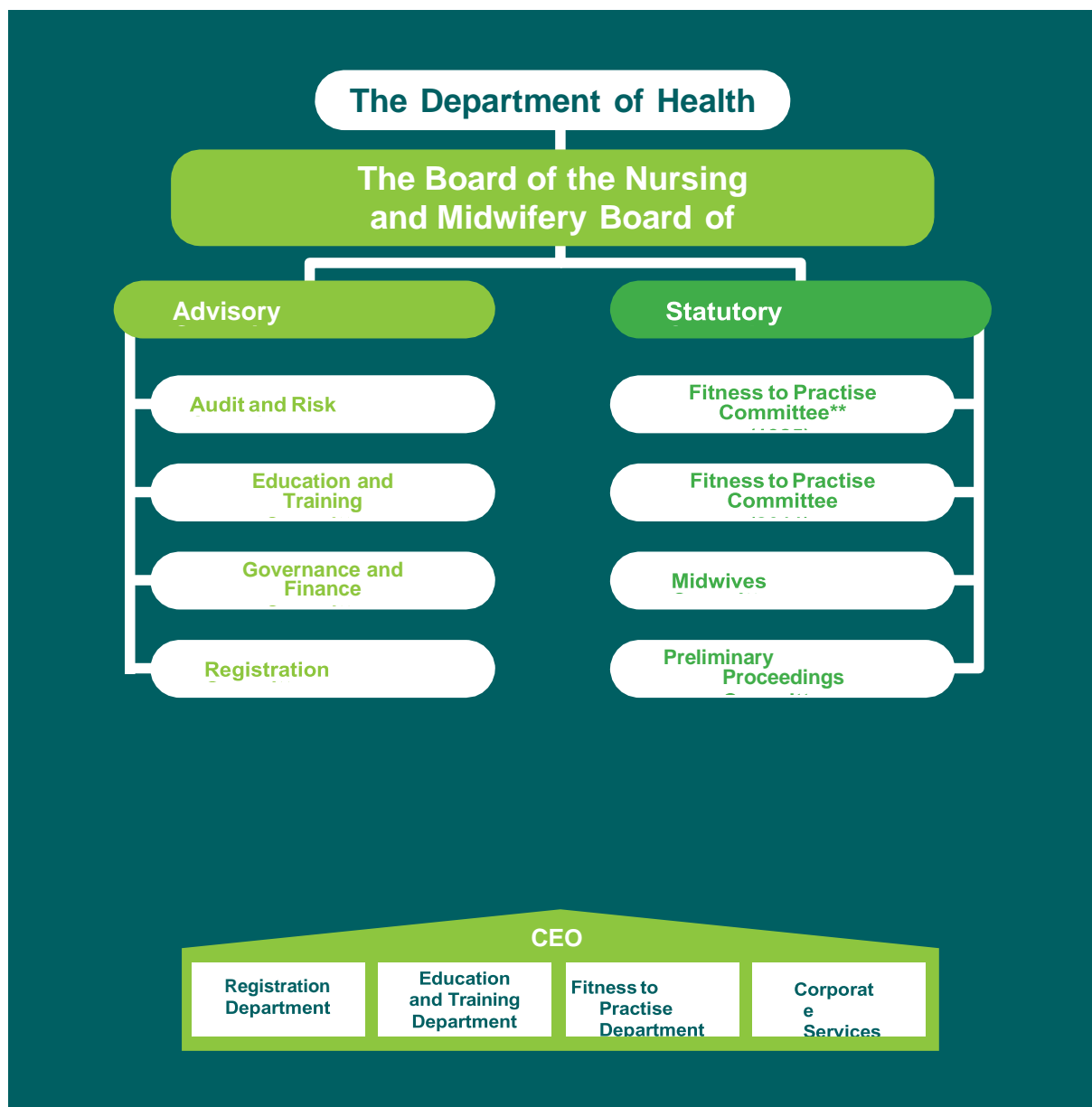
The Board sets the overall strategy and governance arrangements. The Chief Executive Officer is accountable to the Board for delivery. The Chief Executive Officer is supported by a Senior Management Team.

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, these were the subject of a review during 2017 and can now be detailed as follows:

- 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.

During 2017, the Board and Senior Management Team reviewed the current organisation structure to ensure that it supported our strategic priorities and delivers an efficient and effective regulatory service. In this context, the Ethics and the Standards and Validation Committees were disbanded. When the committees were disbanded their work was subsumed into the work of the Education and Training Committee.

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 2018		Target Date
1.1	Maintain the Register of Nurses and Midwives	Ongoing
1.2.	Implement qualifications recognition and capacity building, provide statistical information on application 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	Finalise standards for Advanced practice (Midwifery).	Q1 2018
1.6	Publish Registration and Recognition Rules	Q1 2018
1.7	Review current practice regarding Inactive Registration – No new applications - Disband Inactive Register	Q1-2018 Q4 2018
1.8	Publish Medicines Management Principles in consultation with our stakeholders.	Q2 2018
1.9	Public consultation on Professional Competence Scheme, Rules and setting out the requirements	Q1-Q4 2018
1.10	Finalise policy -on registration requirements relating to notification of place of employment	Q2 2018
1.11	Finalise policy and implement registration requirements relating to removal and restoration to the register	Q1 2018

1.12	Operationalise policy and procedures in relation to Relevant Medical Disabilities	Q1 2018.
1.13	Ensure that the NMBI fully meets the Competent Authority functions under Directive 2005/36/EU including temporary and occasional service	On going
1.14	Implement national audit tool for clinical placement sites for the undergraduate degree programme.	Q3 2018
1.15	Implement national clinical assessment tool for nursing students and Midwifery students.	Q3 2018.
1.16	Set standards for post registration programmes for registration.	Q3 2018.

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
2.1	Develop 2018 communications plan and a communications strategy for 2018-2020	Q1 2018
2.2	Publish approved Board minutes	Ongoing
2.3	Conduct listening events and stakeholder meetings	Ongoing
2.4	Mark 100 years of midwifery and nursing regulation in Ireland.	Q1-Q4
2.5	Publish the Annual Report and Audited Accounts for 2017.	Q4 2018
2.6	Review current guidance documents to determine the relevance and currency of the guidance documents in place.	Q2 2018.
2.7	Analyse FTP outcomes and publish material for registrants addressing risk factors for poor practice.	Q2-2018.
2.8	Provide for accurate, timely and appropriate information to the Department Of Health	Ongoing.
2.9	Publish a guide to being a registrant	Q2-2018

Strategic Priority 3:	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 - 	
Key Priorities 2017-2019		
Business Plan Objectives		Target Date
3.1	Publish Guide to Registration	Q1 2018
3.2	Implement new application form and guidance documents	Q1 2018
3.3	Development of a New ICT Registration System	Q1-Q4 2018
3.4	Continue process improvements to deliver significantly reduced processing times for applicants to join the Register	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
4.1	Develop procurement plan Monitor compliance with procurement policies and procedures		Q1- 2018
4.2	Replace ICT infrastructure, hardware and servers; update software		Q1 2018
4.3	Review and monitor our financial position against a three year Financial Plan		Ongoing
4.4	Ongoing Development and implementation of HR policies and procedures		Ongoing
4.5	Implement & review performance management and development system		Q1-Q4 2018
4.6	Review our process regarding the validation of programmes to include cat 1 short programmes.		Q2 2018.
4.7	Prepare for the implementation of the new data protection rules (GDPR)		Q2 (May)2018
4.8	Workforce Plan : ongoing management and delivery against plan		Ongoing
4.9	Staff training and development		Ongoing

Summary of Key Business Plan Targets for 2018

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. Work continues on reviewing of key processes and procedures to ensure full compliance with best practice while delivering efficiency and effectiveness. In Registration in particular this work is a critical input to the development of the new Registrant System.
2. The development of improved or in some cases new software systems to support the organisation will be critical to the delivery of continued improvements in value for money and processing efficiencies. The most important priority is the delivery of a replacement for the current system that is used to manage the registrant database. Work commenced in 2017 to identify requirements and tender for a new Registration system. It is planned to go live in Q1 2019 but the critical work of detailed design, configuration and testing will be delivered in 2018. More efficient and quicker processing of registrations will be supported by better software systems. This as well as the process reviews in item 1 above will ensure that we are managing the registration assessment process optimally in the future.
3. Deliver a plan to ensure all outstanding aspects of the 2011 Act can be implemented to an agreed timetable with the Department of Health. This includes agreeing and implementing a policy for the Professional Competence Scheme with the Department of Health and the Department of Public Expenditure and Reform and operationalising our policy with regard to Relevant Medical Disabilities to the development of standards and programmes for midwives.
4. Improve the channels of communications with all stakeholders. This is delivered partly by providing focus and resources to this area but also the implementation of simple improvements such as greater use of Consultation exercises, email, etc.
5. Implement a national system for the audit of clinical placement sites for the undergraduate programme and guidelines regarding the clinical learning environment.

Required Resources

The 2018 Business Plan has been developed on the basis of resources expected to be available to the NMBI in 2018. 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 saw NMBI carry out significant reform in its core business processes. We have also commenced the development of our infrastructure and our internal systems. 2018 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 2018 are as follows.

Income Generation

The budget Income is derived from the following key drivers.

	Volume	Fee	Total Income
Annual Retention Fee	67,200	100	6,720,000
Overseas Applications	3,500	350	1,225,000
Overseas Registrations	3,000	145	435,000
Other Overseas Fees			7,000
Irish trained Registrants	500	145	72,500
Student Registration	1,500	20	30,000
Restoration to the Register	1,200	250	300,000
Verification fees	900	80	72,000
Advanced Nurse/Midwife Practitioner Fee	100	145	14,500
Other registration Income			18,400
Total Registration			8,894,400
Contribution to NCC			200,000
Superannuation			79,000
DOH Funding			34,000
Bank Interest			2,000
Total Income			9,209,400

The volumes used are an estimate based on the number of registrants as at 1 October 2017.

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 67.2k registrants paying the ARF in 2018.
- Overseas applications are expected to be lower in 2018 (3,500) than in 2017(4,200). This is as a result of the introduction of language testing in Ireland for EU / EEA applicants in 2018. This may be offset somewhat by Brexit but this effect is unknown at this time
- Irish registrations reflect our estimate of the numbers to be registered from Irish graduates.
- Verification Fees are similar to 2017 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 are members of the pension scheme prior to the new SPSPS of salaries.
- Department of Health income is the release of funding now sanctioned from the Department.
- Increased recruitment in HSE from 1200 to 1800 additional recruitments.

Capital Expenditure Plan

We have set out an ambitious plan for a number of key infrastructure projects in 2018 which will involve significant capital expenditure. These include:-Development of a new Registration ICT system, Network Hardware, software refresh and support of the a Professional Competence Scheme.

Staff Numbers

NMBI starts 2018 with the existing headcount of 56.2 WTE staff. The Board has approved the workforce plan for the organisation and 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.

2018 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 2018

Appendix 1

	BUDGET 2018 [CORE ACTIVITY] €	Projected 2017 €
INCOME		
Annual Retention Fees	6,720,000	6,347,500
Irish Registration fees [students & Irish trained registrants]	102,500	
Overseas Application/Registration/Additional qualification	1,666,880	2,044,590
Advanced Nurse/Midwife practionioner registration	14,500	
Verification Fees	72,000	88,960
Restoration fees	300,000	212,500
Other Income [duplicate cert, appeals, transcripts, superannuation requests]	18,310	27,565
Deferred income release - Dept of Health	34,002	96,973
Contribution towards Nursing Careers Centre	200,000	200,000
Superannuation Income	79,178	74,854
Bank & investment interest income	2,000	
Total Income	9,209,370	9,092,942
EXPENDITURE		
PAY		
Wages and salaries	(3,033,800)	(2,495,126)
Employers pension contributions (Single Scheme)	(103,200)	(45,304)
Pension costs	(392,500)	(448,993)
Agency	(129,700)	(250,000)
TOTAL PAYROLL EXPENDITURE	(3,659,200)	(3,239,422)
NON PAY		
General Administrative Costs		
Facilities maintenance (property maintenance, cleaning, security)	(123,700)	(119,440)
Building supplies & services	(96,800)	
Light , heat and electricity	(50,000)	(50,000)
Insurance	(51,800)	(45,000)
Rates	(101,000)	(99,500)
Catering and cleaning	(7,000)	(101,000)
Audit and finance costs	(46,500)	(66,500)
Bank interest and charges	(67,900)	(77,856)
Telephone costs	(57,000)	(57,000)
	(601,700)	(616,296)
Compliance, Inquiries and Discipline		
FTP - Legal, stenographer, assessor and witness costs	(2,722,494)	(2,761,500)
Legal costs (Non FTP)	(82,000)	(75,000)
	(2,804,494)	(2,836,500)
Other Corporate and Support Costs		
Board fees and Training	(90,000)	(80,380)
Election		(98,000)
ICT support costs	(321,000)	(210,035)
Professional Competence Scheme Development		(20,000)
Travel,Subsistence & Site Visits	(193,660)	(222,500)
Other Office and Corporate Costs incl meeting costs	(89,300)	(85,950)
Printing, Postage and Courier Costs	(272,500)	(271,000)
Training and Subscriptions (including Library)	(72,000)	(60,000)
Staff recruitment/wellness costs	(22,000)	
Professional fees:		
Pensions advisory	(20,000)	
Financial advisory	(75,900)	
Procurement advisory	(30,000)	
PR advisory	(37,020)	
Other professional fees (Nursing, FTP)	(40,040)	
Education Assessor fees	(60,000)	
Public Appointments Services	(35,600)	
Organisational Development Costs	(61,946)	(753,210)
Call Centre	(240,000)	(249,861)
	(1,660,966)	2,050,936
Total Gross Expenditure (Excl Dep)	(8,726,360)	(8,743,154)
Net Surplus / (Deficit) before Depreciation	483,010	349,788
Less depreciation	(330,206)	(331,565)
Operating Surplus/(Deficit) after depreciation	152,804	18,223

NOTE 1

The 2018 budget figures above reflect the expected income and expenditure in relation to the continuing, core operational activities of NMBI. Additional expenditure is expected to arise in connection with the development phase that the organisation is currently in, which NMBI is unlikely to be able to fund out of its operational income stream. Accordingly, funding to cover expenditure in relation to these 'development' projects will be requested from the Dept of Health.

These additional 'development' expenditure items are as follows:

I Change management costs €360,000

1. Registration process improvements – consultancy fees €100,000
2. Establishment of HR – consultancy fees €125,000
3. Project Management of change process – consultancy fees €135,000

II Development of Professional Competence Scheme €60,759

III Implementation of GDPR requirements €50,000

IV Development of new registration system - TBC

NB If funding for these project items is not available from the Dept of Health, it will be necessary to decide how to proceed in relation to these items as it will not be possible to fund these from within NMBI's income stream.

NOTE 2

No costs have yet been included in relation to the ruling on the FTP Appeal case.

We are awaiting advice from our accounting advisers to determine whether these costs will need to be reflected in our 2016 financial statements, which are currently awaiting audit sign-off.

NURSING AND MIDWIFERY BOARD OF IRELAND

FORECAST 2018 BALANCE SHEET

	Forecast 2018	Forecast 2017
<u>Fixed Assets</u>		
Freehold land	1,265,833	1,265,833
Premises	9,436,018	9,688,592
Equipment and fittings	0	1,421
Computer hardware and software	304,320	255,531
Registration System	74,000	74,000
	11,080,171	11,285,377
<u>Current Assets</u>		
Cash at Bank and in hand (inc deposits)	4,049,138	3,811,785
Debtors	23,155	23,155
Prepayments	69,413	69,413
	4,141,706	3,904,353
<u>Current Liabilities</u>		
Amounts falling due within one year:		
Trade creditors and accruals	(1,309,014)	(1,311,773)
Deferred income - ARF	(2,688,000)	(2,539,000)
Deferred income - Dept of Health	0	(34,002)
Mortgage due in one year	(232,496)	(232,496)
	(4,229,510)	(4,117,271)
Net Current Assets / (Liabilities)	(87,804)	(212,918)
<u>Non-Current Liabilities</u>		
Amounts falling due after one year		
Mortgage due after one year	(1,981,120)	(2,213,616)
	9,011,247	8,858,843
Net Assets	9,011,247	8,858,843
<u>Represented By</u>		
Surplus / (Deficit) for the year	152,404	16,223
Reserves brought forward	8,858,843	8,842,620
Capital Funding - Dept of Health	0	0
Accumulated Fund	9,011,247	8,858,843

NURSING AND MIDWIFERY BOARD OF IRELAND

FORECAST 2018 CASH FLOW STATEMENT

	Forecast 2018	Forecast 2017
<u>Cash Flows from Operating Activities</u>		
Excess Income over expenditure	152,404	16,223
Depreciation and impairment of fixed assets	330,206	331,565
(Increase)/Decrease in receivables	0	0
Increase/(Decrease) in payables	112,239	(345,079)
Deposit interest received	(2,000)	(6,358)
Bank interest paid	7,856	7,856
	<u>600,705</u>	<u>4,207</u>
<u>Cash Flows from Investing Activities</u>		
Payment to acquire property, plant & equipment	(125,000)	(499,610)
	<u>(125,000)</u>	<u>(499,610)</u>
<u>Cash Flows from Financing Activities</u>		
Bank interest received	2,000	6,358
Bank interest paid	(7,856)	(7,856)
Mortgage repayments	(232,496)	(232,496)
	<u>(238,352)</u>	<u>(233,994)</u>
NET INCREASE / (DECREASE) IN CASH	237,353	(729,397)
Cash and Cash Equivalents at start of the year	3,811,785	4,541,182
Cash and Cash Equivalents at end of the year	<u>4,049,138</u>	<u>3,811,785</u>