



PSI Council Public Meeting Minutes

Minutes of meeting No.161 of the Council of the Pharmaceutical Society of Ireland (PSI), as established under the Pharmacy Act 2007, PSI House, Fenian Street, Dublin, at 14:30pm on Thursday, 11 December 2025.

Agenda Item 1 - Attendees & Apologies

Name	Role	Present (Yes/No)
Dr Denis O'Driscoll	President	Yes
Prof Laura Sahm	Vice President	No
Dr Paula Barry Walsh	Council Member	Yes
Ms. Geraldine Campbell	Council Member	Yes
Ms. Geraldine Crowley	Council Member	No
Mr. Peter Dennehy	Council Member	No
Ms. Margaret Donnelly	Council Member	Yes
Ms. Dorothy Donovan	Council Member	Yes - Online
Adj. Prof John Given	Council Member	Yes
Mr. Richard Hammond S.C.	Council Member	No
Mr. Martin Higgins	Council Member	Yes
Mr. Mark Jordan	Council Member	Yes
Ms. Emily Kelly	Council Member	Yes
Dr Ann McGarry	Council Member	Yes
Ms. Áine Mac Grory	Council Member	Yes
Mr. Nigel Moloney	Council Member	Yes
Mr. Leon O'Hagan	Council Member	No
Ms. Gráinne Power	Council Member	Yes
Ms. Joan Peppard	Council Member	Yes
Mr. Martin Sisk	Council Member	Yes - Online
Dr Cyril Sullivan	Council Member	No

Members of PSI staff in attendance included:
Ms. Joanne Kissane, Registrar and Chief Officer
Mr. Dan Burns, Head of Registration and Education
Mr. Des Butler, Acting Head of Legal Affairs, Governance and Programme Delivery
Ms. Damhnait Gaughan, Head of Community Pharmacy Assurance
Dr Cora Nestor, Head of Pharmacy Practice, Policy, and Engagement
Dr Cheryl Stokes, Head of Corporate Services
Mr. Neil Wall, ICT Manager
Ms. Laura Irwin, Quality and Safety Manager
Ms. Eileen Troy, Finance and Support Services Manager
Ms. Ciara Dooley, Education and Professional Standards Co-Ordinator
Ms. Louise Hamra, Education and Professional Standards Officer
Ms. Grainne Egan, HR, and People Development Manager
Mr. Declan McCarthan, Senior Inspector
Ms. Orla Carroll, Pharmacy Practice Officer
Mr. Pdraig Corbett, Pharmacy Practice and Policy Manager
Ms. Sinead Donnellan, Education and Professional Standards Officer
Ms. Ruth Baily, Governance Executive

Agenda Item 2 – Declaration of Conflicts of Interest

Issue
Declaration of interests by members of Council.
Information
No conflicts of interest were declared.
Decision Approved and/or Action Requested
None

Agenda Item 3 – Draft Minutes of Public Council Meeting No. 158 and 159

Issue
Council was asked to approve the Draft Minutes of Public Council Meeting Nos. 158 and 159.
Information
The President informed the Council that the draft minutes of the Public Council meetings held on 2 and 23 October 2025 had been circulated to the Council. No comments or amendments had been received. There was no further discussion or amendments to the

Issue

minutes.

Decision Approved and/or Action Requested

Decision of Council: Council approved, by consensus, the minutes of the Public Meetings held on 2 October 2025 and 23 October 2025.

Agenda Item 4 – Agreement on the Meeting Agenda

Issue

Agreement on the Meeting Agenda

Information

The meeting agenda was agreed.

Decision Approved and/or Action Requested

Decision Approved: The Council approved the agenda for the meeting by Consensus

Agenda Item 5 – Updates and Items from the Registrar

Agenda Item 5.1 – Registrar's Report

Issue

Registrar's Report

Information

Council was briefed on the results of the fourth Workforce Survey, conducted on behalf of the PSI by Grant Thornton. The survey was issued to all pharmacists on 1 September and received 812 responses to the demographic and work-practice section and 609 responses to the sentiment section. While the response rate was lower than in previous years, the data continues to offer valuable insights into the composition of the profession, practice settings, and emerging challenges.

The Registrar noted that the Safe Staffing Guidelines were being presented to Council at this meeting for approval to proceed to public consultation. The Registrar advised that the guidelines set out the responsibilities of pharmacy owners, superintendent pharmacists and supervising pharmacists in relation to safe staffing and compliance with relevant legislation. The guidelines emphasise the importance of ensuring sufficient, competent, empowered and supported staff in retail pharmacy businesses. Developed following extensive stakeholder engagement, the guidelines are intended to be supportive and flexible, clarifying governance roles and reinforcing the link between staff retention and patient safety.

Council also received an update on the public consultation relating to the PSI Core Funding Review. The consultation followed an independent review recommending a phased fee increase of 41.75% over three years to support the long-term financial sustainability of the PSI. A total of 682 valid submissions were received, predominantly from individuals. The key findings are outlined in the consultation report, which Council is being asked to consider along with the proposed submission to the Minister for Health.

The Registrar further reported that the number of complaints received by the PSI has decreased, while the number of concerns raised has increased. Significant efforts have been made to direct individuals to the appropriate channels, which is reflected in the reduction of complaints and suggests that this approach is positively impacting the number of statutory complaints received. There continues to be a strong focus on resolving concerns at an early stage, prior to escalation to formal complaints. The Fitness to Practise team and the Preliminary Proceedings Committee have made substantial progress in addressing outstanding matters and continue to work towards further improvements.

Council was advised of ongoing communications with registrants regarding areas of non-compliance, particularly concerning controlled drugs, through newsletters and targeted educational initiatives. Work is also progressing on electronic record-keeping in pharmacy, with consideration being given to the legislative and technological changes required to support pharmacies and enhance compliance.

The Registrar expressed appreciation to the three APPEL students who have been on placement with the PSI since September, acknowledging their contributions across the organisation, and wished them well in their future careers.

Decision Approved and/or Action Requested

Decision Approved: There was no decision or action arising from this agenda item.

Agenda Item 5.2 – Q4 update on implementation of Service Plan 2025

Issue

Q4 update on implementation of Service Plan 2025

Information

Council received an update from the Registrar on progress against the 2025 Service Plan. Of the 15 strategic projects, three have been completed, nine remain on track, two are experiencing minimal delays, and one will not be delivered in 2025. Key achievements included delivery of the Common Conditions Service rules, guidelines and training, implementation of Pricing Transparency requirements, completion of five accreditation visits including three new programmes, and the launch of a new operating model, strategic workforce plan and culture audit, alongside significant ICT developments. Several projects—including the Third Country Qualification Recognition examination, Fitness to Practise reform work, and the Business Transformation Programme—will continue into 2026. Council also noted ongoing progress across core programmes of work, including communications, emergency medicines training, CPD, public health initiatives, open disclosure obligations

and internal wellbeing. The Registrar thanked Council and PSI staff, noting that the changes that have been implemented over 2025 have significant impact on the practice of pharmacy and positive outcomes for patients and the public.

Decision Approved and/or Action Requested

Decision Approved: There was no decision or action arising from this agenda item.

Agenda Item 5.3 – Request for Approval from Council of the PSI 2026 Service Plan and Budget

(a) Recommendation of the Performance and Resources Committee on the PSI Budget 2026.

(b) Request for Approval from Council of the PSI’s 2026 Service Plan and Budget.

Issue

Request for Approval from Council of the PSI 2026 Service Plan and Budget

(a) Recommendation of the Performance and Resources Committee on the PSI Budget 2026.

(b) Request for Approval from Council of the PSI’s 2026 Service Plan and Budget.

Information

Council was asked to approve the 2026 Service Plan and Budget. The Budget was reviewed by the Performance and Resources Committee (P&RC). The P&RC reviewed the underlying assumptions at their meeting and confirmed that they were satisfied to recommend the budget to Council for approval. The Committee also considered the 2026 Service Plan and noted that minor amendments had been made prior to submission to Council. Following discussion, Council was happy to approve the 2026 Budget and Service Plan.

Decision Approved and/or Action Requested

Decision Approved: Council approved the PSI Service Plan and Budget for 2026 by consensus.

Agenda Item 6 – Regulatory & Professional Policy Committee

Agenda Item 6.1 – Report to Council from the Regulatory & Professional Policy Committee.

Issue

Report to Council from the Regulatory & Professional Policy Committee.

Information

Council noted the report from the Regulatory and Professional Committee.

Decision Approved and/or Action Requested

Decision Approved: No decisions or actions arose from this agenda item.

Agenda Item 6.2 – Pharmacy Workforce Survey 2025

Issue

Pharmacy Workforce Survey

Information

The Council noted the outcomes from the Pharmacy Workforce Survey Report. The detailed information from the report had been outlined earlier by the Registrar in her report.

Decision Approved and/or Action Requested

Decision Approved: There were no actions arising from this agenda item.

Agenda Item 6.3 – Safe Staffing Guidance

Issue

Safe Staffing Guidance

Consideration of Safe Staffing Guidance and request to Council for approval to issue for Public Consultation

Information

The PSI Workforce Intelligence Report published in September 2023, provided a baseline view of the pharmacy workforce in Ireland. The Report provided recommendations to ensure the sustainability of the future pharmacy workforce. One of the short-term recommendations (1-2 years), proposed publishing guidelines on the expectations of pharmacy owners, superintendent pharmacists and supervising pharmacists in ensuring safe staffing levels, adequate staffing mix and appropriate rest periods in community pharmacy, with responsibility for this action assigned to the regulator.

The final guidelines will be issued under the authority derived from Regulation 14 of the Regulation of Retail Pharmacy Business Regulations 2008 (as amended) (the Regulations).

The 'Safe Staffing Guidelines' set out the key responsibilities of pharmacists and those in pharmacy governance roles to support compliance with the Regulations. It will underpin and support the pharmacy owner and superintendent pharmacist in complying with their obligations, as already provided for under Regulations 4 and 5. The guidelines will also support the supervising pharmacist and all other pharmacists in meeting their professional responsibilities under the Code of Conduct. The RPP Committee considered the draft guidelines at its meeting on 27 November and recommended this draft to Council.

Council reviewed the draft Safe Staffing Guidelines for approval to issue for public consultation. In its discussion, Council s interrogated the distinction between accountability and responsibility, emphasising that this differentiation warrants further clarification and development within the document. Council also advised for a more detailed examination of how each concept applies to individual pharmacists and business owners, underscoring the nuanced yet important differences between them.;. The Executive advised that additional amendments, including those relating to accountability, can be incorporated following the public consultation. Following discussion, Council approved the Safe Staffing Guidelines for public consultation.

Decision Approved and/or Action Requested

Decision Approved: Council approved the Safe Staffing Guidelines for Public Consultation by consensus.

Agenda Item 6.4 – PSI (Education & Training)(Integrated Course) Rules 2014

Issue

Approval of amendment to PSI (Education & Training)(Integrated Course) Rules 2014

Information

Council considered the proposed amendment to the PSI (Education and Training) (Integrated Course) Rules 2014. Council was advised that the Rules must be amended to give effect to an EU Directive requiring transposition by 4 March 2026, which introduces changes to the minimum training requirements for pharmacists. On the recommendation of the RPP Committee, Council was asked to approve the publication of the draft amended Rules for public consultation. Following discussion, Council approved the draft amended Rules for public consultation.

Decision Approved and/or Action Requested

Decision Approved: Council approved the publication of the draft amended PSI (Education & Training)(Integrated Course) Rules 2014 for public consultation by consensus.

Agenda Item 6.5 – IIOOP Work Plan 2026

Issue

IIOOP Work Plan 2026

Information

Council considered the draft IIOOP Workplan for 2026. Council noted that the plan had been developed following extensive engagement, including a survey issued to key stakeholders across the Department of Health, the HSE, the Pharmacy eHealth Group, and registrants, as well as internal consultation within the PSI. A prioritisation exercise was undertaken to ensure the Workplan reflects public need, supports national healthcare priorities, and focuses on training of greatest value to pharmacists. Council also discussed the importance of leadership development in light of recent workforce survey findings. Following discussion, Council approved the IIOOP Workplan for 2026.

Decision Approved and/or Action Requested

Decision Approved: Council approved the IIOOP Workplan for 2026 by consensus

Agenda Item 7. Performance & Resources Committee

Agenda Item 7.1 – Report to Council from the Performance and Resources Committee.

Issue

Report to Council from the Performance and Resources Committee.

Information

Council noted the report from the Performance and Resources Committee.

Decision Approved and/or Action Requested

Decision Approved: There was no decision or action arising from this agenda item.

Agenda Item 7.2 – Request for Approval from Council of Management Accounts to 30 September 2025

Issue

Request for Approval from Council of Management Accounts to 30 September 2025.

Information

Council reviewed the Management Accounts to 30 September 2025. Council was advised that future Q3 Management Accounts will include an outturn, which Council agreed would be helpful. The projected deficit for 2025 remains €2 million, consistent with the Q2 forecast. Council noted that the P&R Committee had examined the accounts in detail and found the supporting notes useful. Following discussion, Council approved the Management Accounts to 30 September 2025.

Decision Approved and/or Action Requested

Decision Approved: Council approved the Management Accounts to 30 September 2025 by consensus.

Agenda Item 7.3 – Approval of the Reserves Policy

Issue

Approval of the Reserves Policy

Information

Council considered the updated Reserves Policy. Council was advised that, whilst the majority of amendments were editorial to improve clarity, two substantive changes were proposed:

1. The renaming of individual reserve funds as allocations from the Income and Expenditure Reserve to streamline reporting, with upper limits remaining unchanged; and
2. The replacement of the Strategic Objective Reserve with a new Strategic Initiative Allocation, with an upper limit of €1 million (increased from the previous annual allocation of €500,000).

Following consideration, Council approved the updated Reserves Policy.

Decision Approved and/or Action Requested

Decision Approved: Council approved the updated Reserves Policy by consensus.

Agenda Item 7.4 – Motion on Bank Accounts

Issue

Motion on Bank Accounts

Information

Council was advised that, as part of the development of an Investment Strategy, it was necessary to open new investment accounts and to approve designated signatories to enable the opening and operation of the accounts. Council approved the opening of new investment accounts with the appropriate authorised signatories.

Decision Approved and/or Action Requested

Decision Approved: Council approved the Motion on opening new investment accounts on the proposal of Prof John Given and seconded by Ms Áine MacGrory.

Agenda Item 7.5 – Core Funding Review

Issue

Approval of Consultation Report on proposed PSI Fees Rules 2026
Approval of PSI Fees Rules 2026

Information

Council reviewed the Consultation Report on the proposed PSI Fees Rules 2026. Council noted that over 600 responses were received to the public consultation, predominantly from individual registrants. Thematic analysis was undertaken, and the issues raised—including affordability, transparency, benchmarking against other regulators, alternative funding models, cost-of-living pressures, and the impact on part-time and early-career pharmacists—were addressed in the report. Council further noted the P&R Committee’s detailed review of the consultation findings and that the PSI operates on a cost-recovery basis, with the proposed fee increases assessed as proportionate following the comprehensive analysis undertaken. Council requested one amendment: that the inflation-adjusted comparison figures from 2008 be included to demonstrate that the current fee, if adjusted for inflation, would be higher. Following discussion, Council approved the publication of the Consultation Report on the PSI (Fees) Rules 2026 on the PSI website and the submission of the PSI Fees Rules 2026 to the Minister for signing.

Decision Approved and/or Action Requested

Decision Approved: Council approved the publication of the Consultation Report on the PSI (Fees) Rules 2026 on the PSI website and the submission of the PSI Fees Rules 2026 to the Minister for signing, by consensus.

Agenda Item 7.6 – Approval of the HR Strategy

Issue

Approval of the HR Strategy

Information

Council received an update on the new HR Strategy 2025-2028. Council noted that the Strategy was informed by the findings of the Culture Audit, Employee Engagement Survey 2024, and the outputs of the Organisation Development Project, which were the Operating Model Review, the Strategic Workforce Plan and the Current State Assessment. Council further noted that the Performance and Resources Committee was satisfied with the HR Strategy and will review progress on a bi-annual basis. Following discussion, Council approved the HR Strategy.

Decision Approved and/or Action Requested

Decision Approved: The Council approved the HR Strategy by consensus.

Agenda Item 8. Audit & Risk Committee

Agenda Item 8.1 – Report to Council from the Audit and Risk Committee.

Issue

Report to Council from the Audit and Risk Committee.

Information

Council received an update from the Audit and Risk Committee. Council noted the findings of the High Level Audit on Internal Controls, which identified minor issues that are currently being addressed. Council was also briefed on the audit schedule for 2026, which will include a further High Level Audit on Internal Controls with a focus on Freedom of Information and Data Protection, as well as audits on Pensions and on HR and People Management. Council was advised that the President and the Chair of the Audit and Risk Committee had written to the Department of Health regarding the PSI pension matter and that, while no response had initially been received, recent correspondence has now issued from the Department.

Decision Approved and/or Action Requested

Decision Approved: There was no decision or action arising from this agenda item.

Agenda Item 8.2 – Approval of the PSI’s Safety Statement

Issue

Approval of the PSI’s Safety Statement

Information

Council reviewed the updated PSI Safety Statement. Council was advised that most amendments were editorial in nature, with substantive updates including revisions to the list of First Aid Responders following recent training and updates to the Lone Working section to align with the approved Lone Working Policy. Council noted that the Safety

Statement had also been reviewed by the Health, Safety and Sustainability Committee. Following discussion, Council approved the updated Safety Statement.

Decision Approved and/or Action Requested

Decision Approved: The Council approved the PSI Safety Statement by consensus.

Agenda Item 9 Special Purposes Committee

Agenda Item 9.1 – Report to Council from the Special Purposes Committee

Issue

Report to Council from the Special Purposes Committee.

Information

Council noted the report from the Special Purposes Committee.

Decision Approved and/or Action Requested

Decision Approved: There was no decision or action arising from this agenda item.

Agenda Item I.2 – Request for Approval - Appointments to Disciplinary Committees

Issue

Request for Approval - Appointments to Disciplinary Committees

(a) Appointment to the PCC Committee.

(b) Appointment of a Chair and Acting Chair to the PCC Committee.

Information

Council considered the appointments to the Disciplinary Committees.

Following discussion, Council agreed to the following appointment to the Professional Conduct Committee for a four-year term:

- Mr John Cafferty, Pharmacist member, to be appointed to the Professional Conduct Committee.

The term of the current Chair of the Professional Conduct Committee concludes on 6 December 2025, following completion of the maximum two full terms. To ensure continuity and effective functioning of the Committee, it is necessary to appoint a new Chair and Acting Chair. Following discussion, Council agreed to the following appointments:

- Ms. Susan Ahern (currently Acting Chair of the Professional Conduct Committee) be appointed to the role of Chair for the remainder of her term, which expires on December 31, 2027.
- Dr. Conor McCrystal (currently a member of the Professional Conduct Committee and the reserve panel of Chairs and Acting Chairs) be appointed as Acting Chair of the Professional Conduct Committee for the remainder of his term, which expires on 1 February 2027.

Decision Approved and/or Action Requested

Decision Approved: Following discussion, Council approved the following appointments to the Professional Conduct Committee by consensus:

- Mr John Cafferty, Pharmacist member, to be appointed to the Professional Conduct Committee.
- Ms. Susan Ahern (currently Acting Chair of the Professional Conduct Committee) be appointed to the role of Chair for the remainder of her term, which expires on December 31, 2027.
- Dr. Conor McCrystal (currently a member of the Professional Conduct Committee and the reserve panel of Chairs and Acting Chairs) be appointed as Acting Chair of the Professional Conduct Committee for the remainder of his term, which expires on 1 February 2027.

Agenda Item 10 Business Transformation Project Programme Board

Agenda Item 10.1 – Report to Council from the Business Transformation Project Programme Board

Issue

Report to Council from the Business Transformation Project (BTP) Programme Board

Information

Council received an update on the progress of the Business Transformation Project (BTP). Council noted that the project is currently in Phase Three but has been paused, as the quoted cost for the next stage exceeded the remaining project budget. The BTP Programme Board commissioned an independent review to assess user requirements and the quality of work completed to date. On receipt of the review, a tender process will now be initiated for the next phase of the project, which is expected to result in an overall delay of approximately seven months. Council agreed that this approach represents a reasonable way forward and was satisfied with the steps being taken.

Decision Approved and/or Action Requested

Decision Approved: There was no decision or action from this item.

The meeting concluded at 16.00.

Signed by

Chair

Date