National Cancer Registry Ireland

MINUTES OF A MEETING OF THE

NATIONAL CANCER REGISTRY BOARD (NCRI)

HELD ON

14th of October 2025 AT 1.00 PM

REMOTE VIA MICROSOFT TEAMS, AND IN PERSON AT

BUILDING 6800, CORK AIRPORT BUSINESS PARK, KINSALE ROAD, CORK

1. Register of Attendance:

1.1 Present:

Name	Details	Initials
Dr Robert O'Connor	Chairperson	ROC
Dr Paul Kavanagh	Board Member	PK
Ms Mary Bourke	Board Member	MB
Ms Cathy Enright (online)	Board Member	CE
Ms Ellen Farrell (online)	Board Member	EF

In Attendance:

Name	Details	Initials
Prof Deirdre Murray	NCRI Director	DM
Ms Rose O' Connor	NCRI Corporate Operations Manager	COM
Ms Catherine McGovern	NCRI Business & Planning Manager	CMcG
Ms Linda King	Head of HR	LK (for part thereof)
Ms Siobhan Wright	Communications Officer	SW (for part thereof)
Dr Aline Brennan	Senior Epidemiologist	AB (for part thereof)
Mr Jerry Lane	Governance & Compliance Officer	GC

1.2. Apologies

Apologies were received from Mr Niall Murphy (NM).

1.3 Quorum.

IT WAS NOTED THAT the meeting was quorate.

2. Declaration of Conflicts of Interest.

The Board members confirmed that they had no conflict of interest in the matters to be discussed at the meeting.

3. Director's Report.

The Director's Report, circulated within the Board Meeting Pack in advance of the meeting, addressed the following matters:

- Strategic and Operational Goals.
- Business Continuity.
- Research and Analysis.
- Electronic Data Update.
- Cancer Watch.
- Stakeholder Engagement.
- Advisory Council Composition.
- HR Report.
- Finance Report.
- Risk Report.

3.1. The Director confirmed that the organisation is on track in relation to achieving its strategic and operational goals.

3.2. In response to a query, CMcG provided assurances to the Board regarding cyber security measures being implemented.

3.3 The Board commended the organisation in the significant progress in securing remote access and electronic data extracts.

3.4 CancerWatch: The Director outlined that this Joint Action project is being coordinated by the Norwegian Institute of Public Health and involving 92 partner organisations from 29 countries, CancerWatch will enhance the quality, comparability, and timeliness of data from population-based cancer registries (PBCRs) across Europe. NCRI will be co-leading on Work Package 6 (WP 6), and the organisation will have a role in directly inputting or acting as observers in each of the other WPs. The Board noted the importance of this initiative and recognised the high level of involvement by NCRI, requiring a reprioritisation of resources. The Board further noted that the funding for the project will be administrated by the Department of Health. The Board offered their support in relation to the project.

3.5 Stakeholder engagement. The Board noted the high levels of engagement with our UK and international stakeholders and colleagues. The Director reported on the positive feedback received from those attending the recent UKIACR meeting in Cork.

3.6 Advisory Council: The role and purpose of the Advisory Council was discussed.

3.7 Finance Report. COM delivered the Finance Report concentrating on her observations regarding matters for the months January to August 2025.

3.8 Risk Report. COM delivered the Risk Report and outlined management activities in mitigating these risks to ensure operational integrity, compliance with regulations and the maintenance of our reputation as a trusted source of cancer data. In Q3 2025, there were no major incidents or near misses reported.

Action 1: The Board will consider the Cyber Incident Response Plan and issues at the January meeting. ROC asked all Board Members to consider this in advance of the meeting to facilitate detailed discussion. CMCG to circulate the Cyber Incident Response Plan to all members.

Action 2: COM to review how the Advisory Council is represented on the NCRI Website.

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4. Board Recruitment Update.

4.1 ROC welcomed Dr. Paul Kavanagh to the Board and looked forward to working with him.

4.2 ROC spoke of the current Board vacancy and reminded members of the timeframe to final appointment, ROC reminded members of meeting quorums and asked all members to be mindful of same.

5. Strategic Plan: Service Plan Dashboard.

5.1 The Strategic Plan update, circulated within the Board Meeting Pack in advance of the meeting, included a status report, scorecard for Q3 2025 and details of progress across each area of planned activity.

5.2 ROC commended the NCRI team and remarked on the nature of progress made that reflected favourably on the skill and experience of the team and passed on well done to all involved.

6. Deep Dive: HR

6.1 The HR Presentation, circulated within the Board Meeting Pack in advance of the meeting, included an overview of the HR function, progress on 2025 goals and an outline of the 2026 HR goals.LK joined the meeting to provide the Board with a detailed presentation in relation to HR & HRM matters. The presentation introduced the HR team, highlighted current and upcoming recruitment and issues arising.

6.2 The Board noted the importance of the 'Great Places to Work' initiative and NCRI's engagement with same.

6.3 ROC spoke of the value of 'micro credentials' in terms of ongoing training and development and LK will look into same.

6.4 The Board thanked LK for the excellent presentation.

7 Deep Dive: Website Project.

7.1 SW and AB joined the meeting to provide the Board with a presentation and live demo in relation to the recently updated and relaunched NCRI website.

7.2 A discussion ensued and the Board praised the depth and range of data available.

7.3 The Board thanked SW and AB for their excellent presentation with ROC commenting that the website was consistent with our Public Service transparency obligations.

8 Board External Evaluation.

8.1 The final board external evaluation report was circulated within the Board Meeting Pack in advance of the meeting

8.2 CMcG briefed on the detailed External Evaluation pack for the Boards consideration. Following discussion, it was agreed to progress the external evaluation as outlined in the report.

8.3 Following a discussion about the shared area on SharePoint, it was confirmed this is still being tested and information will be added to it in due course.

Action: CMcG to forward proposed implementation plan to ROC.

9 Terms of Reference of the Board.

9.1 The Board Term of Reference document was circulated within the Board Meeting Pack in advance of the meeting for review and approval.

9.2 CMcG presented the Board Terms of Reference for review and approval.

9.3 The Board approved the Terms of Reference as presented.

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10 Oversight and Performance and Delivery agreements.

10.1 The Oversight Agreement and Performance Delivery Agreement documents were circulated within the Board Meeting Pack in advance of the meeting for information purposes.

11 Advisory Council Terms of Reference.

The Advisory Council Term of Reference document was circulated within the Board Meeting Pack in advance of the meeting for review and approval. Following a discussion, Board members will consider the Terms of Reference and return feedback to the Governance and Compliance Officer.

12 ARC Report to the Board.

12.1 EF presented the ARC Report to the Board arising from their meeting of the 30th of September 2025. She highlighted that the C&AG had attended the last ARC meeting and confirmed that they had no findings arising from the 2024 external audit.

12.2 The Board commended the NCRI for this excellent result and asked that their thanks be passed on to the staff involved.

12.3 The following items, as circulated with the Board Pack, were recommended to the Board for approval:

- NCRI Risk Appetite Statement.
- NCRI Risk Policy.
- The Board approved both items.

13. Minutes of Previous Meetings.

13.1 The draft minutes of previous Board meeting held on 15th of July 2025 (the "**Previous Minutes**") were produced to the meeting and reviewed by the Board.

13.2 Following a discussion in relation to the foregoing, **IT WAS RESOLVED THAT**:

13.2.1 The board members present indicated their approval of the Previous Minutes in the form produced to the meeting.

13.2.2 As all Members present had approved of the minutes; the Chairperson was authorised to sign the Previous Minutes in his capacity as Chairperson of the current meeting.

14. Matters Arising / Actions from Prior Meetings.

14.1 It was clarified that the action log operates as a rolling record, with items retained until completion. Items without a specified due date reflect ongoing actions where a definitive timeline cannot currently be established.

15. AOB.

15.1 EF advised the Board that work continues revising the Protected Disclosures policy.

16. Executive Session.

The Board met, without Management present, to discuss any matters deemed relevant.

Close.

There being no further business, the Chairperson declared the meeting closed.

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Dr Paul Kavanagh
Acting Chairperson

Date: 23/04/26