

**GOVERNANCE FRAMEWORK FOR THE NATIONAL CANCER
REGISTRY**

Agreed 24 September 2010

Principles

1. The National Cancer Registry Board operates according to the principles set out in the “Code of Practice for the Governance of State Bodies” (2009).
2. In all its activities, the Board will adhere to the following basic principles
 - a. **Accountability:** The Board will accept accountability for its actions and those of the registry staff to the Minister for Health and Children and to the Dáil. All staff are accountable to, and follow the legitimate instructions of, the Board
 - b. **Transparency:** The board will provide or publish all information required by the Minister or the Dáil, or to any other body legitimately entitled to view it. All documents of the Board will be made public as far as is practicable, with due regard to confidentiality.
 - c. **Risk management:** The Board and registry staff will conduct Registry business in such a way as to minimise risk to the Registry. Future risk will, as far as possible, be anticipated.
 - d. **Customer service:** The Board will provide a high level of customer service, as set out in the “Code of Practice for the Governance of State Bodies”.

The Board

Role

The role of the Board is:

1. to act as trustee for, and be the guardian of, the interests of the Minister;
2. to ensure that the Registry carries out its responsibilities as set out by the National Cancer Registry Board (Establishment) Order, 1991 and any subsequent relevant legislation;
3. to ensure good management, to monitor the achievements of the Director and ensure that a proper balance is achieved between the respective roles of Board and Director;
4. to set performance targets, including key financial targets and, in particular:
 - to agree and closely monitor the budget;
 - to ensure that the Registry behaves ethically and in a manner that accords with its core values;
5. to define and promote the Registry's role in the community by developing mechanisms for gathering the views of customers and stakeholders and by keeping people informed in an open, accountable and responsible way;
6. to define the mission of the Registry in accordance with government policy, decide its strategic goals and develop the policies required to achieve those goals;
7. to appoint a Director and agree with him/her the short and long-term performance objectives.

Responsibilities of the Board

1. The Board is responsible for compliance with all statutory obligations applicable to the National Cancer Registry that may be set out in the legislation governing the establishment of the body or in other relevant legislation. The Board should satisfy itself that all such obligations are identified and made known to it.
2. The Board is required to confirm annually to the relevant Minister that the Registry has a system of internal financial control in place.
3. Decision on major items of expenditure should be aligned with medium to long-term strategies so as to ensure that such expenditure is focused on clearly defined objectives and outcomes. A performance measurement system should be put in place to assess the effectiveness/outcome of such expenditure and this should be reported to the Board.
4. The Board should also, in a manner most effective to the National Cancer Registry, deal with the issue of post resignation/retirement employment, appointment and/or consultancy of its members and employees by the private sector and should ensure that any procedures that it may have put in place in this regard are monitored and enforced.

5. The Board should have procedures to monitor and manage potential conflicts of interest of management and Board members.
 1. *Annual Report and Accounts*
6. The Board has a duty to ensure that a balanced, true and understandable assessment of the Registry's position is made when preparing the annual report and accounts of the body and when submitting these to the relevant Minister.
 2. *Audit*
7. The Board should establish procedures for maintaining an appropriate relationship with the external auditors.
8. The Board Audit Committee and other Board committees should have written constitutions and written terms of reference and the Board should agree the intervals within which these should be reviewed by the main Board and updated as appropriate.
 3. *Confidential Disclosures*
9. The Board should put in place procedures whereby employees of the Registry may, in confidence, raise concern about possible irregularities in financial reporting or other matters and for ensuring meaningful follow-up of matters raised in this way.
 4. *Strategy*
10. 2.12 The Board should have a formal process in place for setting strategy. This should set appropriate objectives and goals and identify relevant indicators and targets against which performance can be clearly measured.
11. The Board should adopt a statement of strategy for a period of 3-5 years ahead. Implementation of the strategy by the management of each body should be supported through an annual planning and budgeting cycle. The Board should approve the annual plan and budget and should formally consider an evaluation of performance by reference to the plan and budget on an annual basis and reflect this, as appropriate, in the annual report.
12. A copy of the draft strategic/corporate plan should be sent to the Minister before the plan is finalised and adopted by the Board. The views of the Minister under whose aegis the body falls and consideration of the public interest should be carefully weighed by the Board.

Statutory functions¹

The statutory functions of the Board are:

1. to identify, collect, classify, record, store and analyse information relating to the incidence and prevalence of cancer and related tumours in Ireland;

¹ National Cancer Registry Board (Establishment) Order, 1991

2. to collect, classify, record and store information in relation to each newly diagnosed individual cancer patient and in relation to each tumour which occurs;
3. to promote and facilitate the use of the data thus collected in approved research projects and in the planning and management of services;
4. to publish an annual report based on the activities of the Registry;
5. to furnish advice, information and assistance in relation to any aspect of such service to the Minister.

Conduct of Board meetings¹

1. The quorum of the Board shall be four.
2. The Board shall hold such and so many meetings as may be necessary for the performance of its functions.
3. The proceedings of the Board shall not be invalidated by any vacancy or vacancies among its members or by any defect in the appointment of the Board or any member thereof.
4. The Chairperson may, at any time, upon giving not less than four days notice call a meeting of the Board.
5. If the Chairman fails, neglects or refuses to call a meeting of the Board after a requisition for that purpose, signed by three members of the Board, has been presented to him, any three members of the Board may forthwith, on that refusal, call a meeting of the Board, such meeting not to be held until subsequent to the expiry of this period of four days commencing on the day of such refusal.
 - a. The Chairman shall, if he is present, be chairman of the meeting.
 - b. If and so long as the Chairman is not present, the members of the Board who are present shall choose one of their number to be chairman of the meeting.
6. Minutes of the proceedings of each meeting of the Board shall be entered in a book kept for that purpose and shall be signed by the Chairman of the next ensuing meeting.
7. The names of the members present at a meeting of the Board shall be recorded in the minutes of the proceedings of the Board.
8.
 - a. A person shall not receive any remuneration for acting as a member of the Board.
 - b. Members of the Board may be paid travelling and subsistence allowances in accordance with such scale as may from time to time be approved by the Minister, with the consent of the Minister for Finance.
- 9.

- a. All acts of the Board and all questions coming or arising before the Board may be done and decided by a majority of such members of the Board as are present and vote at a meeting of the Board.
- b. In the case of equality of votes on any question arising at a meeting of the Board, the chairman of the meeting shall have a second or casting vote.
- c. A memorandum signed by all the members of the Board shall be effective for all purposes as a resolution of the Board passed at a meeting duly convened, held and constituted.

Committees of the Board¹

The Board may establish committees whose function shall be to assist and advise the Board in relation to the performance of its functions.

- a. The membership of such committees may consist of members of the Board and persons who are not members of the Board.
- b. Any committee so appointed shall act subject to such directives as may be given by the Board, and any expenditure of monies by such committee shall be subject to the approval of the Board.

Other Board functions

Appointment of staff²

1. The Board may, with the consent of the Minister and the Minister for Finance, appoint such and so many officers and employ such and so many servants as the Board may, from time to time, think proper and in appointing any officer or employing any servant the Board shall comply with any directions given by the Minister relating to the procedure to be followed.

2. The Board shall, with the consent of the Minister, determine the remuneration and conditions of service of each officer and each servant.

3. Any officer of the Board holding office in a permanent capacity shall cease to hold his or her office on attaining the age of sixty-five years.

4. The Board shall, from time to time, assign such duties as it considers appropriate to each officer and servant of the Board and each such officer and servant shall perform the duties so assigned to him or her.

5. The Minister may, whenever and so often as he or she thinks fit, declare that any of the powers conferred on the Board by this article shall be exercisable only with the consent of the Minister, and whenever any such declaration is in force, the said powers may, in relation to any office or employment to which the declaration applies, be exercised only with such consent.

Finance

1. For the purpose of the performance of its functions, the Board with the approval of the Minister and the consent of the Minister for Finance, may:
 - a. borrow money;

² National Cancer Registry Board (Establishment) Order, 1991 (Amendment) Order, 1996.

- b. sell, exchange, let or otherwise dispose of any land vested in it and, purchase or take on lease any land.
- 2. Subject to the approval of the Minister and the consent of the Minister for Finance
 - a. the Board may accept gifts of money, land and other property upon such trusts and conditions, if any, as may be specified by the donor.
 - b. the Board may not accept a gift if the conditions attached by the donor to its acceptance are not consistent with the functions of the Board.
- 3.
 - a. The Board shall, not later than the 30th day of September in each year, submit to the Minister a statement of its estimated budgetary requirement in respect of the following financial year.
 - b. The Minister may pay to the Board, in each year out of monies provided by the Oireachtas, a grant, or grants, of such amount or amounts as the Minister with the consent of the Minister for Finance may fix.
- 4.
 - a. The Board shall cause to be kept proper accounts of all income and expenditure of the Board, and of the sources of such income and the subject matter of such expenditure, and of the assets and liabilities of the Board.
 - b. The financial year of the Board shall be the period of twelve months ending on the 31st day of December in any year and for the purposes of this provision the period commencing on the date of this Order and ending on the 31st December, 1991, shall be deemed to be a financial year.
 - c. A statement of accounts of the Board for each financial year shall be prepared and after such preparation be audited by and be subject to a report by an auditor appointed for the purpose by the Minister with the consent of the Minister for Finance after consultation with the Board.
 - d. The expenses generally of such audit shall be paid by the Board as soon as may be after such audit.
 - e. A copy of the accounts and the auditor's certificate and report thereon shall be presented to the members of the Board and to the Minister within six months of the ending of the financial year to which they refer.
 - f. The Board and the employees thereof shall, whenever so requested by the Minister, permit any person appointed by him to examine the books and accounts of the Board in respect of any financial year or other period and shall facilitate any such examination and the Board shall pay such fee therefor as may be fixed by the Minister.

Matters reserved to the Board for decision

1. Schedule and conduct of Board meetings.
2. Appointment of member to deputise for the chair when absent .
3. Self-governance, standing orders, sub-committees.
4. Terms of reference of and appointment of members to Board committees.
5. Ensure compliance with relevant legislation.
6. Provide strategic leadership:
 - a. Set organisational values;
 - b. Approval and monitoring of strategic plan;
 - c. Develop, approve and monitor implementation of strategy;
 - d. Agree key performance indicators and monitor results.
7. Account to the Minister for Health and Children & the Oireachtas for the organisation.
8. Delegated authority levels, treasury policy and risk management policies
9. Agree high level communication strategy.
10. Approve budget and annual corporate plans. Ensure good financial controls & conformance to budget targets, as follows:
 - a. Approval of significant expenditures, acquisitions and disposals of assets, including:
 - Major investments and capital projects;
 - Terms of major contracts;
 - Purchasing or taking on lease any premises or land;
 - Selling, exchanging, letting, or otherwise disposing of land or premises;
 - Acceptance of gifts of money on certain conditions (see Establishment Order).
 - b. Agreement to annual service plan.
 - c. Approval of annual report and accounts.
11. Approve organisation structure:
 - a. compliance with statutory and administrative requirements in relation to the approval of the number, grading, and conditions of appointment of all staff;
 - b. Appointment, terms remuneration and assessment of performance of, and succession planning for, Director.

Role of Chairperson of the Board

The chairperson has some responsibilities additional to those of other Board members:

1. Taking lead responsibility in representing the Registry in meetings with the Minister and Oireachtas committees;
2. Ensuring that Board members understand their roles and responsibilities;
3. Ensuring that the Board carries out its functions efficiently and effectively so that:
 - a. all planned business is dealt with and each item of business has reached a conclusion;
 - b. the Board delegates sufficient authority to its committees and to the Director to enable the business of the body to be carried on effectively between board meetings;
 - c. all members are given the opportunity to express their views before any important decision is taken, mediating where necessary; and
 - d. the Board receives professional advice when needed.
4. Developing an effective working relationship with the Director and other senior staff, including:
 - a. setting and assessing performance targets for the Director; overseeing the implementation of board decisions;
 - b. ensuring that arrangements are in place for the performance assessment of the Director.

In relation to the annual report, the chairperson will also, as is required under the *Code of Practice for the Governance of State Bodies*, report on important aspects of the Registry's operations in the preceding year, highlighting:

- financial reporting, auditing and controls;
- codes of business conduct for Board members and employees;
- compliance with government;
- proposals for capital expenditure.

Induction of new Board members

On appointment of new Board members, they will be provided with the following information:

- a formal schedule of matters reserved to the Board for decision;
- procedures for obtaining information on relevant new laws and regulations;
- procedures to be followed when, exceptionally, decisions are required between Board meetings;
- a schedule detailing the composition of all committees and their terms of reference;
- a statement explaining the Boards' responsibilities in relation to the preparation of the accounts, the Registry's system of internal control and audit and for reporting on the business as a going concern with supporting assumptions or qualifications as necessary;
- a statement informing Board members that they have access to the advice and services of the Secretary, who is responsible to the Board for ensuring that Board procedures are followed and comply with the applicable rules and regulations;
- a copy of the code of ethics/conduct for Board members, including requirements for disclosure of interests and procedures for dealing with conflict of interest situations. The procedures regarding disclosure of interests of Board members are set out in Section 5 below;
- specific information on the Registry;
- a copy of relevant legislation (or excerpts thereof) together with the most up to date version of this Code of Practice and any relevant circulars and/or guidance notes; and
- a listing of the statutory requirements relating to the body.

Audit Committee

The Audit Committee should have a written constitution and written terms of reference and the Board should agree the intervals within which these should be reviewed by the main Board and updated as appropriate.

The Audit Committee:

1. is a formal sub-committee of the Board;
2. has three members;
3. at least one member of the Audit Committee will have recent and relevant financial experience.
4. has written terms of reference (see below);
5. meets at least three times a year;
6. has sufficient standing, with explicit authority to investigate any matters within its terms of reference, the resources it needs to do so, and full access to information.

The Director attends meetings, but not as a member of the committee.

Terms of reference and responsibilities of the Audit Committee

1. Monitor and review the effectiveness of the Registry's internal audit activities.
2. Monitor the achievement of the organisation's objectives.
3. Identify, assess and manage the risks to achieving the organisation's objectives.
4. Advise on, formulate, and evaluate policy, within the responsibilities of the Board.
5. Ensure the economical, effective and efficient use of resources.
6. Ensure compliance with established policies (including behavioural and ethical expectations), procedures, laws and regulations.
7. Safeguard the organisation's assets and interests from losses of all kinds, including those arising from fraud, irregularity or corruption.
8. Ensure the integrity and reliability of information, accounts and data, including internal and external reporting and accountability processes.
9. The Audit Committee may obtain outside professional advice and, if necessary, invite outsiders with relevant experience to attend meetings.
10. Any internal audit/audit items that relate to the Board's areas of responsibilities should be communicated to the Board as soon as they are identified.

The Audit Committee should have a discussion with the external auditors (Comptroller and Auditor General) at least once a year, without executive members of the Board or employees of the Registry present, to ensure that there are no unresolved issues of concern.

The Internal Audit function

1. The internal audit function should have a formal charter, including terms of reference, which has been approved by the Board. The reporting structure for internal audit should be clear and formally documented;
2. The head of the internal audit function should have considerable seniority within the organisation and the content of all internal audit reports should be entirely at his/her discretion. The head of internal audit should report directly to the Board Audit Committee and should also have access to the Chairperson of the Board and the Chairperson of the Board Audit Committee. Functionally, the head of internal audit should report within the body to such person as the Board decides and to the Chief Executive;
3. In carrying out its ongoing work the internal audit function should include detailed testing on all specific areas covered by the charter in order to ensure that the Registry is fully complying with all requirements and report its findings to the Board Audit Committee;
4. The internal audit function should be properly resourced with the necessary skills including the ability to deal with non-financial aspects;
5. The internal audit function should liaise frequently with the external auditors so that the potential for co-operation between the two is maximised. The work carried out by these two entities can frequently be complementary and effectiveness can be increased through regular consultation. (For example, the external auditors could offer guidance on particular areas which the internal audit function might be reviewing. Conversely the internal audit function could provide the external auditor with company specific expertise to assist in the evaluation of the systems being examined as part of the statutory audit);
6. The Audit Committee should make the external auditors aware of the corporate governance issues outlined in this Code of Practice with which the Registry is required to comply. The Audit Committee should periodically consult with the external auditors regarding the operation of the internal audit function with particular reference to the staffing of the function, the audit work programmes being applied and the testing carried out in relation to the body's compliance with the requirements set out in this document;
7. In planning, executing and reporting its work, the internal audit function should ensure that value-for-money auditing receives adequate attention; and
8. The internal audit function should review compliance with procurement and disposal procedures as required by the Audit Committee, from time to time, and report to the Audit Committee.

Sample charter for the internal audit function

Policy statement:

The policy of the National Cancer Registry Board policy is to support and develop the internal audit function and to provide the appropriate resources.

Mission statement :

The internal audit function is an independent, objective assurance and consulting activity designed to add value and improve the Registry's operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Terms of Reference

1. Endeavouring to ensure cost-effective control
2. Identifying means for improving efficiency, economy and rationalization of the internal procedures and use of resources
3. Ensuring compliance with government guidelines and legislation, the applicable accounting standards and the Code of Practice for State Bodies.
4. The Committee may also comment on the resources available to internal audit.

Scope and authority

1. The Board will provide the internal audit function with authority to act on its behalf in carrying out internal audit. No operational areas or levels within the Registry are precluded from internal audit review.
2. The Committee shall not have any executive decision making powers or supervisory functions.
3. This function may be put in place through a joint-venture or client arrangement with another body, or some other appropriate arrangement.

Independence, role and responsibilities

1. The internal audit function serves the best interests of the Registry as a whole and carries out its work in a manner that is consistent with the Standards for the Professional Practice of Internal Auditors, published by the Institute of Internal Auditors.
2. It will keep comprehensive records of activity showing that the work has been performed in accordance with accepted standards of best practice.

3. If the Registry appoints appropriate external expertise to undertake this function, objectivity and independence should also be assured. Access to such a unit may be put in place through a joint-venture or client arrangement with another body, or some other appropriate arrangement.

Code of business conduct for the National Cancer Registry

Introduction

Intent and scope

It is the objective of the National Cancer Registry Board to ensure that the highest possible standards of integrity are maintained. This document sets out guidelines to be followed in this regard. This code describes the principles of conduct for Board members and staff of the National Cancer Registry and applies to all members of the National Cancer Registry Board and to all permanent and contract employees of the Registry, including the Director.

Objectives

The basic objectives of this Code are to:

- establish an agreed set of ethical principles
- promote and maintain confidence and trust
- prevent the development or acceptance of unethical practices.

General Principles

Integrity

1. Board members should disclose outside employment/business interests in conflict or in potential conflict with the business of the Registry;
2. Management and employees should not be allowed to be involved in outside employment/business interests in conflict or in potential conflict with the business of the Registry;
3. Corporate gifts, hospitality, preferential treatment or benefits, which might affect or appear to affect the ability of the donor or the recipient to make independent judgement on business transactions, should not be given or accepted;
4. Purchasing of goods/services should be in accordance with best business practice;
5. The Registry's accounts/reports should accurately reflect business performance and should not be misleading or designed to be misleading;
6. The Registry's resources or time should not be used for personal gain, or for the benefit of persons/organisations unconnected with the body or its activities
7. Information should not be acquired by improper means.

Disclosure of interests/ avoidance of conflict of interest

1. To avoid conflicts of interest and the possibility of unjust enrichments each Board member furnishes to the Director details of his or her employment and all other business interests including share holdings which could involve a conflict of interest or could materially influence his or her functions as a member of the Board. Interest of family and other connected persons or bodies are also

declared. This information is held in a Register of Board member interests and accessible only by the Chairperson, Director and Administrator of the Registry.

2. When a matter arises which might involve a conflict of interest the Board member is required to inform the Director.
3. Shareholdings valued at less than €15,000 need not be disclosed.
4. Where doubt arises about the need for disclosure the member consults the Chairperson.
5. The Director maintains a confidential register of Board members interests which is updated annually. Only the Chairperson, Director and Administrator of the Registry have access to the register.
6. When a matter arises which may relate to interests of the Chairperson, the Board will appoint a Vice Chairperson to take the Chair at the relevant Board meeting. Documents relating to dealings with interests of a member of the Board are not made available to the member concerned. Where such documents are received they should be returned. A member absents himself from discussions relating to such dealings.
7. Where a question arises as to whether or not a case relates to a member's interests the Chairperson adjudicates.
8. The Director is required to complete a register of interests in line with the above.
9. When a matter arises which might involve a conflict of interest the Director is required to inform the Chairperson.

Engagement in outside employments

1. Staff members may engage in outside employments, consultancies and / or businesses which are not directly related to or associated with their position in the organisation. Subject to conflict of interest criteria set out above, no objection to staff engagement in such activities applies providing that they do not:
 - a. Interfere with or diminish the capacity of the relevant Staff Member to discharge his/ her duties and responsibilities.
 - b. Result in diminution in hours worked by the relevant Staff Member for the organisation to levels below those contracted for or standard effort required to enable him / her undertake duties and responsibilities assigned.
2. Members of staff are not permitted to be involved in outside employments/businesses which may give rise to conflict with the business/interests of the Registry.

Information

1. The Board, management and employees of the Registry should support access to general information relating to the body's activities in a way that is open and enhances its accountability to the general public.
2. The confidentiality of sensitive information held by the Registry should be respected. This would constitute material such as:

- a. personal information;
 - b. information received in confidence.
 - c. commercially sensitive information
3. Appropriate prior consultation procedures with third parties should be held where, exceptionally, it is proposed to release sensitive information in the public interest. In the case of personal information this should be done only with the consent of the individual.
 4. The Board and staff should comply with relevant statutory provisions (e.g. data protection legislation, the Freedom of Information Act, 1997).

Obligations

1. All obligations imposed by the National Cancer Registry Board (Establishment) Order and any other statutory obligations should be fulfilled ;
2. The Registry should comply with detailed tendering and purchasing procedures, as well as complying with prescribed levels of authority for sanctioning any relevant expenditure;
3. Controls should be introduced to prevent fraud, including adequate controls to ensure compliance with prescribed procedures in relation to claiming of expenses for business travel;
4. Board members should use their reasonable endeavours to attend all Board meetings;
5. The Board should deal with the issue of post resignation/retirement employment, appointment and/or consultancy of its members and employees by the private sector and should ensure that any procedures that it may have put in place in this regard are monitored and enforced.

Loyalty

Board and staff should acknowledge

1. the responsibility to be loyal to the National Cancer Registry and fully committed to all its activities while mindful that the Registry itself must at all times take into account the interests of the Department of Health and Children
2. the duty of all to conform to the highest standards of business ethics.

Fairness

1. All procedures are in compliance with employment equality and equal status legislation;
2. The Registry has a commitment to fairness in all business dealings.

Work/External Environment

The Registry should:

1. Place the highest priority on promoting and preserving the health and safety of employees;
2. Ensure that community concerns are fully considered; and
3. Minimise any detrimental impact of the operations on the environment.

Responsibility

This Code of Business Conduct should be circulated to all Directors, management and employees for their retention;

Review

This Code of Business Conduct should be reviewed by each incoming Board and at other times as appropriate.

Customer service code

This statement on the nature and quality of service which customers can expect is available on the Registry's website.

1. The primary customer service of the National Cancer Registry is to provide access to the data collected by the Registry, by supply of data, printed or electronic reports or responses to specific queries.
2. No reasonable request for data will be refused. If a request is refused the customer may appeal to the Board for a review of this decision.
3. All customers requesting information will receive an acknowledgement within five working days, setting out the timescale for response to the query.
4. Where a query is unclear, the Registry will liaise with the customer to ensure that the response meets his/her needs.
5. Staff will at all times be polite and helpful to customers.
6. All responses to customers will comply with the Registry's guidelines on data confidentiality.
7. Access to data will be provided in a method appropriate to the customer; in particular, data will be provided in a way which is accessible to customers with sight or hearing difficulties.
8. Staff are recognised as internal customers and are properly supported and consulted with regard to service delivery issues.

Procurement

All staff involved in procurement are familiar with the national, EU and international policies. All procurement follows the process set out in the document **"Public Procurement Guidelines - Competitive Process on www.etenders.gov.ie**

Risk management

The following factors, which may involve risk to the Registry, are considered by the Board and Director in formulating their strategic and operational plans.

Strategic

1. Economic: Ability to attract and retain staff; continuation of funding.
2. Socio-cultural: Demand for services; change in stakeholder expectations.
3. Technological: Obsolescence of current systems; cost of procuring best technology available, opportunity arising from technological development.
4. Legal/regulatory: Data Protection, common law, continuing cooperation of hospitals and doctors; EU requirements; Health and Safety and employment legislation.
5. Environmental: Adequate and suitable office space to comply with changing standards.

2. Operational

1. Delivery: Overall capacity and capability to deliver; ability to carry out registration and/or produce reports on time, within budget and specification.
2. Resources:
 - a. Insufficient funding, poor budget management, fraud;
 - b. Staff capacity, skills, recruitment and retention;
 - c. Information: adequacy for decision making; protection of privacy;
 - d. Physical assets: loss, damage, theft.
3. Relationships: Delivery partners (e.g. hospitals)—threats to commitment to relationship and clarity of roles); customers/service users—satisfaction with delivery.
4. Accountability: to Minister and Oireachtas.
5. Reputation: Confidence and trust which stakeholders have in the organisation.
6. Governance: Regularity and propriety; compliance with relevant requirements; ethical considerations.
7. Security: Threats and opportunities; capacity of systems, accommodation and IT to withstand adverse impacts and crises; contingency planning; security of physical assets and of information.

3. Change

1. External change: Capacity to deliver in situations of change as well as availing of opportunities to enhance capacity; respond to policy decisions which create expectations where the organisation has uncertainty about delivery.
2. New projects: Making optimal investment decisions; prioritising between projects which are competing for resources.

Annual report of Chair of National Cancer Registry Board

The Board will be supplied, on an annual basis, a report with the following information, to enable it to meet the Minister's and Secretary General's reporting requirements.

i) outlining all commercially significant developments affecting the Registry in the preceding year, including the establishment of subsidiaries or joint ventures and share acquisitions, and major issues likely to arise in the short to medium term;

ii) affirming that all appropriate procedures for financial reporting, internal audit, travel, procurement and asset disposals are being carried out;

iii) including a statement on the system of internal financial control in the format set out in Appendix V of the "Code of Practice for the Governance of State Bodies (2009)" and including, in cases where a breach of this system has been identified, an outline of the steps that will be taken to guard against such a breach occurring in future;

1. iv) affirming that Codes of Business Conduct for Board members and employees have been put in place and adhered to;

v) affirming that Government policy on the pay of Chief Executives and all Registry employees is being complied with;

vi) affirming that Government guidelines on the payment of Directors' fees are being complied with;

vii) explaining failure to comply with any of the above and stating any corrective action taken or contemplated;

viii) outlining significant post balance sheet events;

ix) confirming that the Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector are being complied with;

x) certifying that Government travel policy requirements are being complied with in all respects; and

xi) confirming that this Code of Practice has been adopted and the extent to which it is being complied with subject to Board approval.

Job description of Director of National Cancer Registry

A. Accountability

The Director will be accountable to the National Cancer Registry Board and will advise and assist the Board in the discharge of its statutory duties.

B. Duties and Responsibilities

The Director will

1. Policy

- a. Keep under review and formulate, with the National Cancer Registry Board, a strategy on the structures, functions, objectives and organisation of the National Cancer Registry.
- b. Agree with the Board the business plan for the Registry taking account of resources, services provided, income and expenditure, in order to achieve the aims and objectives set out in the current contract for cancer registration services.
- c. Supervise the production of annual budgets and audited accounts.
- d. Actively promote the policies, services and research output of the Registry.
- e. Represent the Registry on national bodies where appropriate.
- f. To promote the best interests of the Registry locally, nationally and internationally and to participate actively in the International Association of Cancer Registries and European Network of Cancer Registries.
- g. Provide advice and assistance to the Department of Health and Children on appropriate matters.

2. Administration

- a. Maintain an on-going recruitment, education and training programme for Registry staff and support them in their individual roles.
- b. Supervise the administration of all matters related to staff payments, pensions, expenses and conditions of service.
- c. Ensure Registry compliance, as an employer, with all the legal and statutory obligations of the Board.
- d. Ensure the maintenance of appropriate standards of confidentiality of identifiable data about cancer patients, their treating clinicians and for commercially sensitive data about health care providers.
- e. Act as Data Controller under the Data Protection Act.

3. Data quality

- a. Maintain and develop the ongoing systematic collection, storage and analysis of data about cancer in Ireland, using information relating to the patient, the cancer, the treatment and the outcome.

- b. Ensure the registration of all cancers occurring in residents of Ireland, incorporating information on deaths of all those who have had cancer.
- c. Ensure that the data is complete, valid, accurate and timely and stored according to internationally accepted coding conventions.
- d. Continually review the logistics of the existing processes for cancer data collection, processing, analysis and dissemination in order to define and, where necessary, implement improved systems to support these functions and to seek new sources of data/information.

4. *Reporting and data use*

- a. Ensure the efficient and timely dissemination of the data collected by the National Cancer Registry and to provide analyses based upon those data to the Department of Health and Children, providers of health care, clinicians, researchers and other interested parties.
- b. Assist in the evaluation of quality of care and implementation of national policy.
- c. Facilitate access to data for audit projects to allow the study of comparison of outcomes of care for cancer patients.
- d. Produce annual reports and specific topic reports as specified by the Board
- e. Provide data for publication, projects and data sets held by other organisations, such as the European Network of Cancer Registries, the International Agency for Research on Cancer, EUROCIM/EUCAN and EUROCCARE.

5. *Research and surveillance*

- a. Manage the Registry's research programme and produce and publish high quality articles, reports and other publications in the name of the Registry.
- b. Initiate and publish original research into the trends, causes, treatment and outcome of cancer and to collaborate with others undertaking similar research.
- c. Advise hospitals and health boards on data standards for cancer surveillance.

