

ORDINARY MEETING OF THE BOARD

1:30pm, October 5th 2017

National Cancer Registry, Building 6800 Cork Airport Business Park, Kinsale Road, Cork

Minutes

1. Register of attendance/apologies

Present:	Dr Jerome Coffey Ms Orla Dolan Dr Fenton Howell
By teleconference:	Dr Anna Gavin Mr John McCormack
Apologies:	Dr Cathy Kelly
In attendance:	Prof Kerri Clough-Gorr Ms Rose O'Mahony

2. Minutes of the previous meeting

The minutes of the July 2017 meeting were agreed, as written, by the Board and were signed by the Chair.

3. Matters arising from the minutes not otherwise on the agenda

There were no matters arising from the minutes that will not be discussed later in the meeting.

4. Open Items for Previous Meetings

A list of open issues carried over from previous meetings was provided to the Board. Some of these issues are to be discussed later in the meeting and others will be carried forward to future meetings.

5. Finance, Tender and Contract matters

Management Accounts to 31/08/2017

The Board reviewed the management accounts to 31st August 2017. They were informed that the Registry is expecting to draw down its full allocation of €2.833 million for the year. However, this is dependent on continuing with its existing plans for data protection expenditure and for carrying out an organisational review. The Board were informed that there are additional items, particularly in the area of IT, which these funds can be spent on if the organisational review does not go ahead. The Board approved this expenditure. A final decision will be made on these by mid-November.

It was noted that expenditure is loaded towards the last three months of the year and this explains the under spend on the allocation to date.

Tender and Contract matters

The Lease on the Registry's office will expire in November. Savills have been engaged to negotiate with the landlord on behalf of the Registry. The negotiations are moving slowly but progress is being made on reaching a mutually agreeable resolution.

6. *Draft Budget 2018*

The Board were informed that quarterly governance meetings are scheduled between the Cancer Policy Unit in the Department of Health and the management team in the Registry. Discussions have been ongoing at these meetings on the proposed allocation for 2018. The Registry is seeking an increased allocation to fund extra staff and increased premises costs. The Board approved the budget in draft form. As the national budget for 2018 is imminent, the Board agreed that a letter would be sent to the Department seeking an indication of the allocation prior to the start of the year.

7. *Director and Senior Management Report*

Research

Prof Clough-Gorr welcomed the new Research Manager to the Registry. The priorities for Research in the coming months will be:

- Formulating Data Sharing Agreements to look at how best to facilitate data sharing within projects
- The development of a Research Strategy for the Registry
- To develop an appropriate infrastructure for Research particularly with respect to the use of industry funding in an appropriate way.

The Director discussed the formation of a Pharma forum whereby industry funds would be pooled and the funding would not be connected to any one company.

HR

Three posts which are funded by the Department of Health have been filled in recent months. Two are filling existing permanent posts and one is a maternity leave cover.

All NCRI staff will attend a half day data protection training course in October.

The Board were supportive of a proposed organisational review. Such a review would aid in workforce planning and position the Registry for the future. It would be an essential precursor to the development of a new Strategic Plan for the Registry. The Chair will engage with the Department of Health in order to secure sanction for this review.

Data

The electronic element of the new Cancer Registration System went live in September and is progressing well. Over ten thousand reports have been processed to date.

There has been little progress as yet in the discussions with the CSO in receiving coded death certificates. To allow this, a specific memorandum of understanding will need to be drawn up between the Registry and the CSO. There will then be a full year of death certificates to process.

The Registry is in discussions with the Department of Health regarding the feasibility of opening up the Cancer Data Registrar (CDR) positions to non-nursing candidates who would have other level 8 health related qualifications. The Registry is seeking sanction to transfer the CDRs to clerical grades and to recruit to clerical grades for future positions. This would result in the development of a structured career path for the CDRs. There is also a plan to develop a certification process for CDRs which would have the potential to generate income for the Registry.

The problem of securing appropriate accommodation in the hospitals was highlighted to the Board. If the Registry was allowed remote access to hospital data, this would be alleviated. It is hoped to gain remote access in all of the major cancer centres.

It is also planned to develop a training and quality assurance role in the area of registration.

IT

The CRS system is now fully live and the implementation has surpassed expectations. The Registry's IT department has taken over the code base. There is a six month guarantee in place. The implementation of the new system has stretched the Registry's IT resources and its ability to work on other projects.

Connectivity for the CDRs continues to be a problem. Mobile Wi-Fi coverage is very poor. The CIO of the HSE, Mr Richard Corbridge, agreed to the CDRs accessing the HSE network. This has been completed in CUH, Waterford and Wexford but overall progress is slow.

Directors Report

The Director updated the Board on progress on data protection issues. An internal Data Protection Committee has been formed to oversee and coordinate data protection within the Registry. Ronan, Daly Jermyn, the legal firm, has been retained to provide advice to the Registry on legal issues relating to data protection. At the moment, there is no sanction to appoint a permanent Data Protection Officer (DPO) within the Registry and there is no one within the Registry who has the capacity or expertise to absorb this within their existing duties. It is proposed to outsource the DPO role on a contract basis to an external consultancy firm until a post is sanctioned and filled internally. The Board are supportive of this and directed that all necessary steps are taken to prepare for the implementation of the GDPR regulations in May. They directed that Cygnus Consulting be appointed to act as the DPO as a temporary measure and that a business case be prepared for the Department of Health to seek sanction for a permanent DPO.

9. Report of the Audit and Risk Committee

The minutes of the Audit and Risk Committee meeting held in July had been included in the agenda and any items raised were discussed at the Board meeting on that date. Dr Howell reported that the Audit and Risk Committee had a meeting just prior to the Board meeting. He informed the Board that there is a vacancy on the Committee. Ms. Dolan nominated herself to sit on the Committee on an interim basis and this was seconded by Mr. McCormack.

The Audit and Risk Committee reviewed the draft accounts to 31/08/17. They noted that the current forecast is to draw down the full allocation for the year but this is contingent on expenditure on data protection and on an organisational review. The Chair of the Board is to meet with the Department

of Health to discuss governance issues such as the Board's authority over its own allocation and the need for an organisational review.

The Committee reviewed the Risk Register and advised the Board that data protection remains a high risk within the Registry. The draft budget for 2018 was also reviewed by the Committee.

10. Board and Audit and Risk Committee Vacancy

The vacancy on the Audit and Risk Committee was filled on an interim basis by Ms. Dolan. The Board were advised that the vacancy on the Board will be filled through the Public Appointments Service. The Board expressed their appreciation to Mr. Conroy and thanked him for his contribution to the Registry.

11. Service Plan and Final Budget 2017

The Board approved the Service Plan and the Budget for 2017. They discussed the establishment of a Clinical Advisory Group, in collaboration with National Cancer Control Programme, to explore areas of mutual interest with the cancer clinical community and to identify opportunities to work together.

12. Risk Register

The Risk Register was reviewed by the Board. While there are risks with high scores, there is capacity to reduce some scores by investing in data protection. An organisation review would also aid in workforce planning which would help in mitigating some risks.

The IT Manager has agreed, with the support of the Senior Management Team, to step in and act for the Director in her absence. This risk can be reduced.

Any other high risks revolve around data protection, staffing and financial issues, all of which have already been discussed.

13. Any other business

- Strategic Plan
A new Strategic Plan is to be developed for the Registry as the current plan covers the period 2013-2017. The Board agreed that an organisation review is a critical first step in this process and is foundational to the development of the plan. It will ensure that the structures within the Registry are fit for purpose and will identify any existing gaps.
- Board Self-Assessment Questionnaire
The questionnaire will be circulated to Board members and will be completed by each member independently prior to the next meeting.

14. Date of next meeting

The next Board meeting will be held in Cork on Thursday 23rd November. A doodle poll will be circulated to agree this date.

15. Non-executive Session

The Board met without any executives from the Registry present as required by the revised Code of Practice for the Governance of State Bodies.