

**MEETING OF THE BOARD OF THE
NATIONAL CANCER REGISTRY IRELAND (NCRI)
28th November 2022, 13.30
Hybrid Meeting: Zoom/NCRI Office**

1. Register of attendance

Present

Name	Details	Initials
Dr Jerome Coffey	Chair	JC
Dr Robert O'Connor	Board Member	ROC
Ms Mary Bourke	Board Member	MB
Prof Mark Lawler	Board Member	ML
Mr Eamonn Morris	Board Member	EM
Ms Ellen Farrell	Board Member	EF

In attendance

Name	Details	Initials
Prof Deirdre Murray	NCRI Director	D
Ms Catherine McGovern	NCRI Business & Planning Manager / Board Secretary	ITM
Ms Rose O Connor	NCRI Corporate Operations Manager	COM

Minutes

Name	Details	Initials
Ms Siobhán Wright	Communications Officer	CO

This meeting was quorate.

2. Declaration of Conflicts of Interest

There were no items on the agenda which gave rise to a conflict of interest.

3. Open Board member position

There is currently one vacancy on the Board of the NCRI requiring expertise in data collection, processing and analysis. The Department of Health (DoH) Cancer Policy Unit engaged the Public Appointments Service (PAS) and re-ran this competition in early October. The Chair will update the Board members as soon as the DoH communicates the outcome.

4. Directors report

The NCRI Director gave a top level operations update.

The Board welcomed the publication of Dr Scally's final report into the implementation of recommendations from the 2018 report. The Board noted the reported substantial progress achieved by the NCRI to the end of October 2022 in respect of the original recommendations made.

The Board reviewed the recommendations coming out of the recently finalised International Agency for Research on Cancer (IARC) peer review of the NCRI. The Board welcomed the report and

recommendations, especially those relating to the function of research at the NCRI. The Director informed the Board the NCRI are currently working on 2023 business plans and that these will address the IARC recommendations. The Board agreed that a peer review of the NCRI be carried out once every two years and not annually as previously recommended to all for action plans to be created and implemented.

Action: Director to send a brief note to the DoH on foot of the review and copy in the Board and IARC.

Activity metrics were reviewed and there was a discussion about the progress of the Data Collation Options Appraisal Report which is with the National Screening Service (NSS) for review and comment. There was a discussion about legislation and best international practice around quality processes.

Action: Director to follow up with the NSS and the final optional appraisals report reviewing the scope of data capture by the NCRI to be brought to the next Board meeting for recommendation.

The Director presented the HR report. Highlights included the NCRI being certified as a Great Place to Work (GPTW) and Best Place to Work in Pharma and Healthcare. The Board congratulated the NCRI and especially the HR manager on these achievements. An update was given on recent positions filled and open positions. The Board expressed concerns regarding the delay in the recruitment of certain roles and the negative effect this will have on the NCRI reaching its objectives.

Actions:

Board to review the draft Research Manager job spec and send on any comments/ suggestion they might have to the Director.

Director to send DoH a note on recruitment delays and negative effect expected.

The Service Plan Report was reviewed by the Board.

Action: NCRI to add a traffic light colour system to the Service Plan dashboard

5. Data Architecture Project/ Tableau Demo

The Business Planning Manager (BPM) gave a demonstration of Tableau, the new business intelligence software currently being implemented across the organization. The 30th June 2023 was given as a deadline for the implementation and training of all staff on this new tool. The Board welcomed the tool and there was a brief discussion around risk management of any discrepancies in data that the tool might uncover.

6. IT Operations Deep Dive

The Business Planning Manager (BPM) provided the Board with a profile of the staffing, organisation responsibility, and activity of the IT department, current challenges and opportunities within the department.

7. Stakeholder Engagement Report

The Board reviewed the Stakeholder Engagement Report, which included all strategic or executive level stakeholder engagements that have taken place since the last Board meeting.

8. Data Providers Engagement

The Director provided the Board with an overview of engagements with data providers currently underway, including the recently introduced hospital reports. The Board welcomed the introduction of these reports and see them as a way of encouraging improvements in the data being received from providers. An update was given on NCRI's remote and multiuser access to hospital systems and while the Board welcomed this they expressed concern about the NCRI often being dependant on just one point of contact within hospitals and that ideally data providers should provide the NCRI with more than one point of contact to avoid over dependency and a gap in the data being provided when that person leaves or moves.

9. Planning Process 2023

The Board were informed that planning for 2023 is underway and that a draft operations plan and metrics for the delivery will be presented at the next Board meeting.

10. Board Internal Evaluation update

The Board Excellence Report made observations and recommendations with regard to succession planning at Board and at senior management level, ensuring that robust succession planning is in place within the NCRI. The Board were informed that actions to address these would be included in the 2023 draft operations plan. A self-evaluation of the Board is also underway and Board members were reminded to fill out the online evaluation survey sent. Board Excellence will evaluate the results of this self-evaluation and create a report to be brought to the next Board meeting.

11. TOR annual review and approval

The Board reviewed the TOR.

Actions:

- Update membership list to include Ellen Farrell
- Add Financial Policies & Procedures Manual as appendix once completed
- Reference Advisory Council role

The Board approved the TOR subject to changes discussed being made.

12. Committee Report to the Board

The Audit and Risk Committee (ARC) Chair presented the Committees report to the Board. The report contained a summary of:

- *Oct 2022 Management Accounts*
An overall underspend was reported, mostly due to underspend in staff costs as a result of delays in filling a number of vacant posts and unclaimed pensions. The ARC recommended that the NCRI notify the Department of Health (DoH) of these delays and to report any consequences. The ARC also advised necessary expenditure should be expensed to the year end.
- *High level draft budget 2023*
This has now been submitted to the DoH and we are now waiting on final figure from the DoH. A 17% increase on the 2021 budget has been requested and a reply is expected in early 2023.
- *Risk register report*
- *HR*

The Chair advised the Board that the HR matters were approved.

- *Financial Policies and Procedures Manual*
A draft “Financial Controls Procedures Manual” had been created. The Chair informed the Board that the ARC received the draft document prior to this meeting and that this document is a living document which will be trialled during 2023 and that all updates will be logged and brought to the attention of the ARC as part of the annual review. The ARC Chair informed the Board that the ARC had recommended running the Prepayments section by Mazars, and that a section on sustainability should be added, that that they had approved the manual subject to changes discussed being made.
It was agreed that Appendix 1 – Items restricted to the Board – would be included with the Board’s TORs
- *Rent review*
The rent review date for the current premises is 2nd December 2022. The NCRI has received a quote from the current supplier which includes a 14% increase. The NCRI are in negotiation with the supplier to bring this suggested rent increase down.
- *ARC TOR*
The Chair informed the Board that the TOR had been reviewed and that a number of minor change requests had been made. The Board approved the ARC TOR subject to these changes being made.
The Chair welcomed Ellen Farrell to the ARC Committee
- *Internal Audit*
The Chair informed the Board that ARC had agreed to extend the Internal Audit contract with Mazars.

13. Minutes of the previous meeting

The minutes of the Sept 2022 ordinary meeting were approved as written.

14. Matters arising/ Actions from prior meetings

The Board reviewed the rolling board action log.

15. Any other business

The 2023 schedule of meetings was discussed. It was agreed that the next meeting should be held in person at the NCRI office followed by an initial strategic planning meeting.

Action: CO to send Doodle poll with suggested dates for 2023 Board meetings.

EF made the following suggestions:

Include an additional section within the Board meeting agendas, so it's clear which documents are for information versus those which require a decision.

Action: EF to provide a sample meeting agenda template

Apply Document History/version control to the new Financial Policies and Procedures and all documents as standard, so approval and change control are clearly documented.

Action: EF to provide a sample Document History template.

16. Executive Session



No executive session was held due to time restrictions.