

**MINUTES OF A MEETING OF THE  
NATIONAL CANCER REGISTRY BOARD (NCRI)**

**HELD ON**

**02 DECEMBER 2024 AT 1.30 PM**

**AT**

**BUILDING 6800, CORK AIRPORT BUSINESS PARK, KINSALE ROAD, CORK / MICROSOFT TEAMS**

**1. Register of Attendance**

**Present**

<b>Name</b>	<b>Details</b>	<b>Initials</b>
Dr Robert O'Connor	Chairperson	ROC
Ms Cathy Enright	Board Member	CE
Ms Ellen Farrell	Board Member	EF
Prof Mark Lawler	Board Member	ML
Ms Mary Bourke	Board Member	MB

**In Attendance**

<b>Name</b>	<b>Details</b>	<b>Initials</b>
Prof Deirdre Murray	NCRI Director	DM
Ms Rose O'Connor	NCRI Corporate Operations Manager	COM
Ms Catherine McGovern	NCRI Business & Planning Manager	CMcG
Ms Theresa Redaniel	Head of Research & Analysis	TR (for part thereof)
Ms Linda King	Head of HR	LK (for part thereof)

**Apologies**

<b>Name</b>	<b>Details</b>	<b>Initials</b>
Mr Niall Murphy	Board Member	NM

**2. Welcome and Declaration of Conflicts of Interest**

- 2.1. ROC welcomed everybody to the meeting, his first as Chairperson. He informed the meeting that he expects to be requested to attend a confirmation meeting of the relevant Dail Committee and has been in touch with the Department of Health (DoH) to try to expedite the recruitment of a new Board member.
- 2.2. The board members confirmed that they had no conflict of interest in the matters to be discussed at the meeting.
- 2.3. The Board noted that the Governance and Compliance Officer has resigned recently to take up a new role, they acknowledged the excellent work and wishing her well.

### **3. Director's Report**

- 3.1. The meeting noted that the director's report had been circulated to and reviewed by the Board prior to the meeting.
- 3.2. The following areas were highlighted and discussed by the Board:
  - 3.2.1. NCRI are closing more cases than ever with 37,800 invasive cases closed to 21<sup>st</sup> Nov. 2024.
  - 3.2.2. European Initiatives, including The Comprehensive Cancer Infrastructures for Europe (CCI4EU) - This initiative is part of the EU Mission on Cancer and aims to ensure cancer patients are comprehensively linked to national or regional infrastructures that provide resources and services to support, improve and integrate cancer care, research, and training. NCRI gave an oral presentation to a visiting Scientific Committee in November 2024.
  - 3.2.3. Planned publications – the Annual Statistical Report has been circulated to the Board for feedback – the intended publication date is the 10<sup>th</sup> December.  
The Board noted that the report was factual and balanced and confirmed the DM, the NCRI Director, is the person who responds to any questions & requests from the public and media re same. This is facilitated by the NCRI Communications Officer.
  - 3.2.4. Data Access – it was noted that there are still a number of “feeds” where manual manipulation is required.
  - 3.2.5. Staff Summit – very positive day.
  - 3.2.6. All Ireland Cancer Atlas – This is kicking off in Dec. 2024 being led by NICR in collaboration with NCRI – There is limited funding is coming through HRB.
  - 3.2.7. Medlis – the timeline for hospital implementation is unclear, in the meantime NCRI Advisory group are recommending that Registry Staff would meet with Pathology representatives to discuss the best way to progress fully automated feeds from all pathology labs
  - 3.2.8. Cyber Security – the Director will continue to include this in the reports.
- 3.3. ROC led a discussion on the Dept. of Health's Cancer Policy Unit's priority area of “capturing a comprehensive picture of the patient's journey” which is also a key objective within the NCRI Strategy.

### **4. Service Plan Dashboard**

- 4.1. CMcG presented the service plan dashboard to the meeting and explained to the meeting how the dashboard measures the NCRI's progress against its strategic objectives each quarter.
- 4.2. The board reviewed the service plan dashboard and the status of the 2024 goals was noted by the board.
- 4.3. DM highlighted that NCRI have submitted a request to the Department of Health for additional resources for 2025 – this will be necessary to ensure that our strategic objective to “Capture the Patient Journey” remains on track.

### **5. Strategic Plan: Year 1 Evaluation**

- 5.1. CMcG referenced that the Strategic Plan Year 1 Evaluation was circulated within the meeting pack, highlighting the NCRI key achievements in 2024, and the challenges encountered.

- 5.2. The Board welcomed the very comprehensive report and commended all at NCRI on the extent of delivery. ROC suggested that NCRI should look for opportunities to communicate the progress to date to a wider audience. The Board noted that staffing gaps, attracting and retaining staff continues to be a challenge.

## **6. Operation Deep Dive: HR**

- 6.1. LK presented the HR Deep Dive to the meeting focussing on an Overview of the HR Function, Key Achievements, Current Challenges and Strategic Initiatives.
- 6.2. The Board commended the Training and Development (T&D) undertaken to date and noted that T&D supports staff retention. ROC suggested that NCRI might link into training being delivered by other public bodies, as appropriate.
- 6.3. The proposed introduction of a new performance management system in 2025 was discussed. The need to ensure that the performance management system connects the Strategy was recognised. The Board requested that a Timeline and Plan would be presented at the next meeting.

## **7. Operation Deep Dive: Research and Analysis (R&A)**

- 7.1. TR presented the R&A Deep Dive to the meeting focussing on the restructuring of the department, review of systems and processes, the area of publications, and collaborations / project involvement.
- 7.2. The Board welcomed the presentation and the approach being taken to develop the R&A capacity, including the plan to include master and student interns.
- 7.3. The development of the Publication Plan was discussed, noting that the current plan was informed by the 2021 engagement with NCRI's key stakeholders. The Board felt that it is now timely to re-engage with stakeholders – ROC and DM will discuss further to determine how this might happen. In addition, the Board discussed expanding the Statistical Report(s) to include commentary to give a wider context.

## **8. Stakeholder Engagement Report**

- 8.1. The board noted the stakeholder engagement report which detailed all strategic and executive level stakeholder engagements that have taken place since the last board meeting.
- 8.2. DM and ROC to discuss the focus of future stakeholder reports, with the emphasis on strategic and research elements.

## **9. ARC Report to the Board**

- 9.1. EF reported that the ARC meeting scheduled for earlier in the day did not have a quorum, hence no decisions could be made. The need for additional ARC members was emphasised and noted as coming up under the next item.

## **10. Appointment of additional ARC Members**

- 10.1. EF proposed that the ARC membership from 4 to 6 members, with the addition of 2 external members, enhancing the ARC's accountancy expertise; and changing the ARC quorum definition.
- 10.2. The board agreed the above proposal and further agreed that the quorum should be defined as at least 3 members, two of whom should be Board members.
- 10.3. The Board approved inviting both DM's proposed ARC Member and EF's proposed member onto the Audit and Risk Committee, with an effective start date in January 2025.
- 10.4. It was noted that, within the ARC Terms of Reference, there is the provision to Co-opt another Board Member onto the Committee in a timely manner, should the quorum be at risk.

### **11. GPTW Survey Results**

- 11.1. LK presented the GPTW results to the meeting, including the overall 83% rating on the Trust Index®. LK informed the Board that given the year on year increased rating, NCRI is being encouraged to put itself forward as a "Case Study" for GPTW.
- 11.2. The value of GPTW was discussed, including that it gives the Board an independent overview of the culture of the organisation and where resources can be focused. The Board noted that NCRI is signed up with GPTW for the next two years.

### **12. Board Internal Evaluation Survey**

CMcG will circulate a JotForm Survey – this is similar to last year and is to be completed before the year-end.

### **13. Governance Framework**

The Board welcomed the finalising of the Governance Framework as it confirms that NCRI is committed to operating to the highest standards of effective and efficient corporate governance. The Board approved the Governance Framework.

### **14. Governance Forum**

- 14.1. CMcG provided an update to the meeting on membership of the IPA Governance Forum. It was clarified that the one cost allowed both Board and staff to attend the available courses. EF noted that IPA courses come highly recommended.
- 14.2. The Board fully supports the NCRI joining the IPA forum and CMcG will circulate the 2025 programme as soon as it becomes available.

**15. Directors Performance Evaluation**

ROC and DM will follow the standard procedure. ROC working with the Cancer Policy Unit (CPU) to identify the standard process around same.

**16. Board Work Programme 2025**

The Board reviewed and approved same with meeting dates to be finalised.

**17. Conflict of Interest Policy**

The Chair of the ARC recommended the Conflict of Interest Policy, noting no change on review, and the Board approved same.

**18. Advisory Council Terms of Reference**

The Board approved the updated Advisory Council Terms of Reference, noting the strengthened two-way governance connection.

**19. Minutes of the Previous Meeting**

19.1. The draft minutes of the previous board meeting held on 16<sup>th</sup> October 2024 (the “**Previous Minutes**”) were produced to the meeting and reviewed by the board.

19.2. Following a discussion in relation to the foregoing, **IT WAS RESOLVED THAT**, the Previous Minutes be approved in the form produced to the meeting; and the Chairperson be authorised to sign the Previous Minutes in his capacity as Chairperson of the current meeting.

**20. Matters Arising / Actions from Prior Meetings**

This item was not discussed due to time constraints.

**21. AOB**

There were no items under AOB

**22. Board Session**

The Board met without the Executive Management present to discuss any matter deemed relevant.