

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

HELD ON

24 OCTOBER 2023 AT 1.30 PM

AT

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

1. Register of Attendance

Present

Name	Details	Initials
Dr Jerome Coffey	Chairperson	JC
Ms Mary Bourke	Board Member	MB
Dr Robert O'Connor	Board Member	ROC
Prof Mark Lawler	Board Member	ML
Ms Ellen Farrell	Board Member	EF
Mr Niall Murphy	Board Member	NM

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
Dr Jack Nagle	Alpha Healthcare	JN (for part thereof)
Ms Siobhán Wright	NCRI Communications Officer	SW (for part thereof)
Ms Grace Murray	NCRI Governance & Compliance Officer	GM

2. Quorum

IT WAS NOTED THAT there was a quorum of board members present at the meeting.

3. 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.

4. Director's Report

4.1. DM reported to the board on the NCRI's strategic and operational objectives, during which the following points were noted and discussed:

KPIs

4.1.1. regular tracking of strategic and operational objectives takes place monthly at a designated Senior Management Team ("**SMT**") meeting and throughout the third quarter of 2023 ("**Q3**") there has been further improvements in remote access capabilities and substantial progress in increasing electronic data capture;

4.1.2. key metrics for Q3 were presented to the meeting and **IT WAS AGREED THAT** a detailed legend for the relevant graphs would be included in the next board pack;

4.1.3. challenges faced by the NCRI in addressing the backlog of cases were highlighted and DM reported on the steps taken to alleviate the backlog including but not limited to the recruitment of additional electronic cancer data registrars and liaising with the National Cancer Control Programme to create a protocol to facilitate data collection;

Cybersecurity

4.1.4. cybersecurity precautions and statistics relating to blocked items were presented;

4.1.5. the board noted that details of any cyber security training exercises are helpful to the board and it was suggested that the SMT consider whether it was appropriate to mimic a cyber security breach in order to test the NCRI's response protocols;

HR

4.1.6. HR initiatives such as the IBEC Keepwell Mark and Great Places to Work ("**GPTW**") are ongoing. The results of the 2023 GPTW survey will be presented to the board at the December board meeting along with a proposal as to whether the NCRI should continue to participate in the GPTW initiative;

4.1.7. Mazars has been engaged to assist with the recruitment of the new Head of Research & Analysis role;

Cancer Intelligence

4.1.8. the Childhood, Adolescent and Young Adult Cancer Report was published on 30 August 2023 and was well received by children's charities and cancer service providers in particular;

Finance

4.1.9. members of the Audit & Risk Committee ("**ARC**") receive management accounts with commentary monthly;

4.1.10. management accounts as at 30 September 2023 were reviewed at a meeting of the ARC held earlier today and the NCRI's expenditure is within the budget profile;

4.1.11. the preliminary budget for 2024 has been submitted to the Department of Health ("**DoH**");

Risk

4.1.12. the corporate risk register was reviewed by the ARC at a meeting this morning;

4.1.13. there are currently two risks with a "high" rating on the corporate risk register and appropriate actions are being taken in respect of same; and

4.1.14. a risk expert from Mazars will support the organisation to review the corporate risk register against the new strategic plan.

5. Strategic Plan

5.1. JN joined the meeting to present the draft Strategic Plan for 2024-2026 (the "**Strategic Plan**") to the board, a copy of which had been circulated to the board for their review in advance of the meeting.

5.2. JN highlighted the extensive stakeholder engagement in preparing the Strategic Plan and reported that the current draft reflected the feedback received from the DoH, patient representative groups and the oversight group established in connection with the Strategic Plan.

5.3. The board discussed the vision and mission statements in the Strategic Plan and made a number of suggestions to clarify the language used.

- 5.4. The board considered the Strategic Plan in detail and discussed each of the following five draft strategic objectives in turn:
- 5.4.1. capture a comprehensive picture of the patient cancer journey;
 - 5.4.2. become the independent, expert and trusted source of cancer data and trends;
 - 5.4.3. enhance research capabilities and develop vibrant and collaborative research networks in Ireland and internationally;
 - 5.4.4. NCRI expertise is at the forefront of informing health information regulation and in the deployment of digital health initiatives; and
 - 5.4.5. enhance organisational capabilities through investment and strengthened governance.
- 5.5. There followed a detailed discussion on the relevant actions and success metrics for each objective including the timelines and practicalities of achieving same and the board made a number of observations and recommendations. **IT WAS NOTED THAT** the NCRI will develop a business plan to sit alongside the Strategic Plan which will note the dependencies and resources needed for the NCRI to achieve its strategic objectives.
- 5.6. CMcG thanked the board for its input and confirmed that the Strategic Plan will be finalised accordingly. **IT WAS AGREED THAT** the final draft of the Strategic Plan would be presented to the board for approval at a specially convened board meeting.
- 5.7. In terms of timeline, CMcG reported that a publisher had been engaged to assist with the graphic design of the Strategic Plan and that it was intended to launch the Strategic Plan internally at an all-staff event scheduled for 30 November 2023. CMcG noted that discussions with the DoH on the external launch of the Strategic Plan were ongoing however it was hoped that the Minister for Health would launch the Strategic Plan externally in early 2024.

6. Service Plan Dashboard

The service plan dashboard included in the board pack was noted by the board in the context of the Director's Report.

7. Stakeholder Engagement Report

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. Board Internal Evaluation Survey

- 8.1. The Chairperson reminded the meeting of the board internal evaluation survey (the "**Board Survey**") which had been circulated to the board on 9 October 2023 in accordance with the Code of Practice for the Governance of State Bodies.
- 8.2. **IT WAS AGREED THAT** the board members would complete the Board Survey on or before 31 October 2023 with the results of the survey to be presented to the board at the December board meeting.

9. Terms of Reference of the Board

- 9.1. The board noted the terms of reference of the board ("**TOR**") included in the board pack.

- 9.2. **IT WAS AGREED THAT** the board would review the TOR and send any comments to the secretary with the revised draft to be presented to the board for its review and approval at the December board meeting.
- 9.3. CMcG reminded the meeting of the board work programme for 2023 which details the items to be considered by the board at its quarterly board meetings. **IT WAS AGREED THAT** a draft board work programme for 2024 would be presented to the board for its consideration at the December board meeting with the board to inform the secretary of any specific items they would like to be included prior to the meeting.

10. ARC Report to the Board

- 10.1. EF provided a report to the board on the ARC meeting held earlier that morning, during which the following points were highlighted:

Financials

- 10.1.1. the Comptroller & Auditor General's ("**C&AG**") external audit lead, Caoimhín Broderick of DHKN, attended the ARC meeting to provide an update on the completion of the external audit of the financial statements for the year ending 31 December 2022. Two low risk issues had been identified in the management letter both of which were accepted by NCRI management who have since implemented DHKN's recommendations;
- 10.1.2. the C&AG has engaged DHKN to conduct the external audit of the NCRI's financial statements for the year ending 31 December 2023 (the "**2023 Financial Statements**");
- 10.1.3. an audit schedule for the 2023 Financial Statements will be agreed in early January 2024 and meetings of the ARC will be scheduled accordingly;
- 10.1.4. management accounts as at 30 September 2023 were reviewed by the ARC and expenditure is favourable to budget due to ongoing vacancies and deferred start dates for new hires;

HR

- 10.1.5. the ARC received a HR report and requested that an organisation chart be included in the next report;

Risk

- 10.1.6. the ARC reviewed and discussed the corporate risk register including key changes to the register since the last ARC meeting. There are two high risks currently on the register and appropriate actions are being taken to mitigate these risks;

Policies

- 10.1.7. the corporate procurement plan will be presented to the ARC for review and approval at the December ARC meeting;
- 10.1.8. a list of NCRI policies which require ARC review will be presented to the ARC at its next meeting and the ARC is to receive confirmation that all other policies have been reviewed by the relevant managers on an annual basis;

Data Protection

- 10.1.9. one data breach incident was reported internally in Q3 however no report to the Data Protection Commissioner was required and the Data Protection Officer / NCRI have taken immediate and long-term remedial actions following a thorough investigation;
- 10.1.10. a revised conflict of interest policy was presented to the ARC and following a detailed discussion was approved by the ARC; and

Lease

- 10.1.11. the ARC considered a proposal to extend the lease of the NCRI offices in Cork in exchange for a six month rent-free period with a decision to be made at the ARC meeting scheduled for December.

10.2. There followed a discussion on the composition of the ARC; NM agreed to remain on the ARC and the board thanked NM for his continued participation on the ARC.

11. AIB Mandate

11.1. ROC reported to the meeting that the NCRI's bank, Allied Irish Banks, p.l.c. (the "**Bank**"), proposes to issue certain documentation to the NCRI for execution in respect of the operation of the NCRI's bank accounts (the "**Bank Mandate**").

11.2. **IT WAS NOTED THAT** the Bank Mandate would require the board to pass certain resolutions in respect of the operation of the bank accounts, a draft copy of which was circulated to the board prior to the meeting (the "**Banking Resolutions**") and to confirm to the Bank that the Banking Resolutions had been passed at a board meeting.

11.3. **IT WAS FURTHER NOTED THAT** the Banking Resolutions had been considered by the ARC at the previous ARC meeting and that it was the ARC's recommendation that the Banking Resolutions be passed by the board.

11.4. Following a discussion in relation to the foregoing, **IT WAS RESOLVED THAT** the Banking Resolutions be passed as follows:

11.4.1. the appointment of the Bank as bankers to the NCRI be and is hereby ratified and confirmed;

11.4.2. all prior operations on the said account(s) with the Bank since inception to date, be and are hereby in all respects ratified and confirmed;

11.4.3. all borrowings contracted by the NCRI from the Bank on foot of the said account(s) since inception to date be and are hereby in all respects ratified and confirmed;

11.4.4. all security given by the NCRI to the Bank and all guarantees given by the NCRI to the Bank be and are hereby in all respects ratified and confirmed;

11.4.5. the Bank be and is hereby requested and authorised, subject to the Bank's appropriate terms and conditions (copies of which are acknowledged), to continue the account(s) in the name of the NCRI and to open such further account(s) in the name of the NCRI as may be considered appropriate for the receipt and disbursement of the NCRI's monies and to give effect to any order, direction, request or instruction expressed to have been made or given by the NCRI relating to drawings on or withdrawals or transfers from such account(s) from time to time originated by cheque, bill, note, acceptance, instrument, order (including a standing order and a banker's order), debit (including a direct debit), request, instruction or receipt, as the case may be, appropriate to the particular type of account, effected, made or given in accordance with the drawing instructions in Part III of the Bank Mandate and notwithstanding that such account(s) be overdrawn by such payments or otherwise;

11.4.6. the Bank be and is hereby requested to receive any monies lodged with the Bank or with the Bank's appointed agents or mandated to the Bank for credit of the account(s) of the NCRI and to collect payment for the NCRI for credit of such account(s) of all cheques, bills, notes, pay orders and other instruments, whether negotiable or not negotiable, which may be lodged with the Bank or the Bank's appointed agents from time to time;

- 11.4.7. the NCRI do borrow from the Bank from time to time on foot of such account(s) or otherwise, and give security for such borrowing to such extent as may be arranged with the Bank;
- 11.4.8. in the event of any cheque, bill, note, pay order or other instrument lodged by the NCRI or on its instructions with the Bank or the Bank's appointed agents for collection and crediting to any such account(s) being dishonoured on presentment or of the Bank being obliged for any justifiable reason (of which the Bank's decision shall be conclusive) to repay the proceeds thereof after collection to any person whether claiming as true owner, drawer, drawee, payee, indorsee or otherwise, to debit the amount to any such account(s), together with all fees and charges incurred in connection therewith;
- 11.4.9. the Bank Mandate, having been notified to the Bank, shall replace all other mandates given to the Bank in relation to the said account(s), and shall remain in force unless and until altered or varied by new instructions given pursuant to a decision of the NCRI advised to the Bank in writing (in the form of a certified extract from the minutes of the relevant meeting or in the Bank's standard form of supplemental mandate as may be appropriate) under the hand of the Chairperson and countersigned by the secretary or another member of the governing body of the NCRI whereupon such new or supplemental instructions giving effect to such decision (to the extent that the same shall be at variance or inconsistent therewith) shall replace or alter, as the case may be, the instructions contained in the Bank Mandate;
- 11.4.10. the Bank be furnished with the legislation establishing the NCRI (for sighting purposes only) and any amending legislation, together with a list (see Part II of the Bank Mandate) containing full names, addresses and signatures of the Chairperson and members of the Governing authority or a memorandum in lieu signed by the Chairperson and countersigned by the secretary of the NCRI and that the Bank be informed by notice in writing, signed by the Chairperson and signed by another member of the board as soon as may be of any change taking place from time to time in the members of the Governing authority of the NCRI;
- 11.4.11. any board member and / or the secretary be authorised to approve any modifications to the final Bank Mandate prior to execution, such approval to be conclusively confirmed by the execution thereof on behalf of the NCRI;
- 11.4.12. any board member and / or the secretary be authorised to confirm to the Bank that all resolutions contained in the Bank Mandate have been approved by the board accordingly; and
- 11.4.13. any board member and / or the secretary be authorised to execute any additional documentation considered necessary or desirable in connection with the foregoing resolutions and the transactions thereby contemplated.

12. Minutes of the Previous Meetings

- 12.1. The draft minutes of the previous board meetings held on 28 June 2023 and 10 July 2023 respectively (together the "**Previous Minutes**") were produced to the meeting and reviewed by the board.
- 12.2. Following a discussion in relation to the foregoing, **IT WAS RESOLVED THAT**, subject to the amendment to paragraph 14 of the 28 June meeting minutes as requested by EF:
 - 12.2.1. the Previous Minutes be approved in the form produced to the meeting; and
 - 12.2.2. the Chairperson be authorised to sign the Previous Minutes in his capacity as Chairperson of the current meeting.

13. Close

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