

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

HELD ON

12 FEBRUARY 2024 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
Ms Cathy Enright	Board Member	CE

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

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. Board Composition

4.1. The Board welcomed the new member, Ms Cathy Enright, to the NCRI. All open Board membership positions have now been filled.

4.2. The Chairperson informed the meeting of his intention to resign from his position as chairperson of the Board in the coming months. **IT WAS AGREED THAT** an update in relation to the Chairperson's proposed resignation would be provided at a future board meeting once an effective date of resignation had been agreed with the Department of Health.

5. Director's Report

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

Strategy

- 5.1.1. the external launch of the Strategic Plan by the Minister for Health is scheduled for 4th March 2024 at 2pm at the Department of Health ("DoH");
- 5.1.2. the agenda for the launch will be discussed at a meeting with the DoH to take place later in the week;
- 5.1.3. DM thanked the Board for their support and input during the development of the Strategy, especially ROC who served as the Board representative on the Strategy Oversight Group and who facilitated the patient representation on the Oversight Group;
- 5.1.4. DM highlighted the significant progress achieved in the previous strategy;

Registration

- 5.1.5. closure rates improved again in 2023 making significant progress in eliminating the backlog;

CanStaging

- 5.1.6. NCRI has integrated CanStaging into its registration system and is the first Registry in Europe to do so. NCRI has provided feedback to IARC as part of this project, which will be included in future versions of CanStaging;

European Network of Cancer Registries

- 5.1.7. DM informed the Board that she has been elected to the steering group for the European Network of Cancer Registries; and

Remote Access

- 5.1.8. the importance of continued remote access to hospitals was discussed and it was noted that the Data Sharing Agreements ("DSAs") are between the relevant hospital and the NCRI organisation.

6. Finance Report

- 6.1. COM reported to the Board on the NCRI's finance position with the following points noted:

- 6.1.1. the letter of allocation for 2024 has been received and NCRI have returned the projected expenditure in the format requested;
- 6.1.2. funds arising from historical grant funding have been transferred to an Administration Reserve Fund, discussed with the DoH and are available to go towards NCRI additional administration and strategic costs in 2024; and
- 6.1.3. funds arising from a "rent holiday" due to the lease extension have been discussed with the DoH and are also available to go towards NCRI strategic costs in 2024.

- 6.2. COM confirmed to the Board that these funds have been ring-fenced following discussion with the DoH and do not form part of the NCRI's core funding from the Department.

- 6.3. The Internal Audit is currently underway with the C&AG audit to commence in April.

7. Risk Report

- 7.1. COM reported to the Board on the NCRI's Risk Management, highlighting the following points:

- 7.1.1. there have been two near misses reported to the external Data Protection Officer (“DPO”), both have been noted as no risk incidents;
- 7.1.2. an in-depth review of the corporate Risk Register is currently taking place; and
- 7.1.3. risk management training for the NCRI Board and ARC has been scheduled.

8. Service Plan Dashboard

- 8.1. CMcG presented the service plan dashboard to the meeting and the status at year end of each of the 2023 goals was noted by the Board, with the following points discussed:
 - 8.1.1. the planned upgrade to the NCRI website was discussed with national and international websites suggested as comparators;
 - 8.1.2. the significance of Data Protection and GDPR in relation to data use and release was also discussed;
 - 8.1.3. the recruitment for the Head of Research and Analysis is in progress, with interviews expected in Q2 and an expected commencement at the start of the next academic year;
 - 8.1.4. NCRI will submit a business case to the DoH in relation to a Head of HR role, which is required to advance the HR strategic goals; and
 - 8.1.5. DM advised the Board that there were currently a number of acting positions within the management team.

9. Strategy Implementation Plan

- 9.1. A first draft of this plan was presented to the Board, with a final version to be presented for approval at the next Board meeting. The following points were noted:
 - 9.1.1. board members emphasised the need for more detail in the plan and for the objectives to be SMART (i.e., Specific, Measurable, Achievable, Relevant and Time-Bound);
 - 9.1.2. it was agreed that the funding cycle allows for the 2024 actions to be more firmly defined than those of 2025 and 2026;
 - 9.1.3. it was noted that the next National Cancer Strategy will commence in 2026, with planning for this to commence in advance of this. It is anticipated the NCRI will be represented in the development of this;
 - 9.1.4. it was noted that eHealth strategies may have an impact on the implementation of the NCRI strategy;
 - 9.1.5. it was agreed that the current dashboard type reporting on strategic goals allows the Board to effectively monitor the progression of NCRI goals; and
 - 9.1.6. the Board reminded NCRI management of its availability to support and advise as needed.

10. Stakeholder Engagement Report

- 10.1. DM presented to the Board the stakeholder engagement report which detailed all strategic and executive level stakeholder engagements that have taken place since the last Board meeting and noted the following:

- 10.1.1. the National Office of Clinical Audit (“**NOCA**”) event provided a great networking opportunity. The NCRI had a stand at this event;
 - 10.1.2. registries governance and HSE –There was a discussion about the HSE Registries plans. ROC offered to link the NCRI with the HSE R&D office to receive an update on those discussions; and
 - 10.1.3. board support - a workshop with the Head of Research and Analysis and Board members who have experience with research, can be planned when the postholder is recruited.
- 10.2. There followed a discussion in relation to the Health Information Bill and the European Data Space and the Board highlighted the importance of continued NCRI engagement at both.
- 10.3. The Board asked if the NCRI expected to be involved in the upcoming Covid-19 enquiry. The NCRI’s reporting of the impact on cancer care was noted, with an expectation it is useful for the planning for the future.

11. Annual Statements of Interest

The Chairperson reminded the Board of the need to submit these statements and requested that any outstanding statements are forwarded as soon as possible.

12. Board Size and Composition

DM reported that the Department of Health are drafting legislation to increase the size of the Board to 10 members. It is expected this process will be completed by year end 2024.

13. Board & Committee Membership: Skills Matrix & Succession Planning

CMcG presented the proposed Skills Matrix to the Board. Following discussion **IT WAS AGREED THAT** this would be forwarded to all Board members, with the results collated and presented back to the Board.

14. Board & Committee Membership: Board & Management Relationship Building

The Board discussed the report in relation to Board & Management Relationship Building and agreed it was a positive report. The importance of onsite meetings was noted, with the March and September meetings scheduled as onsite. Board members requested additional communication in relation to which meetings are onsite. Board members emphasised their availability outside of Board meetings and asked DM to remind her team of this. The report can be included with the Induction Pack for new Board members.

15. Climate Action Roadmap

15.1. COM presented this report to the Board. It was noted that:

- 15.1.1. NCRI lease the office building and as such are limited in what measures can be taken;
- 15.1.2. the lights at the NCRI offices were replaced with LED bulbs in 2023;
- 15.1.3. it is anticipated that future server room upgrades may result in further energy savings;
- 15.1.4. NCRI have reduced their travel significantly, but the Board advised monitoring that there was a good balance between in-person and online meetings for collaboration purposes;

- 15.1.5. COM advised the Board of the reporting requirements for the NCRI and the Board requested that reports for the next reporting cycle are presented to them; and
- 15.1.6. ML advised of the need to have a budget line item to offset our carbon footprint.

16. Great Place To Work (“GPTW”)

- 16.1. COM outlined the discussions taking place with GTPW in relation to the GPTW contract. It was agreed that it is a good framework for engaging. HR are discussing the benefits provided by the scheme and will balance this against the cost investment over 3 years.
- 16.2. **IT WAS AGREED THAT** options, with a cost-benefit analysis for continuing with the GPTW initiative would be presented to the Board for consideration at the next Board meeting to be held in March 2024.

17. Minutes of the Previous Meetings

- 17.1. The draft minutes of the previous Board meeting held on 4 December 2024 (the “**Previous Minutes**”) were produced to the meeting and reviewed by the Board.
- 17.2. Following a discussion in relation to the foregoing, **IT WAS RESOLVED THAT:**
 - 17.2.1. the Previous Minutes be approved in the form produced to the meeting; and
 - 17.2.2. the Chairperson be authorised to sign the Previous Minutes in his capacity as Chairperson of the current meeting.

18. Lease Arrangements

- 18.1. COM requested approval for signature of the rent holiday and lease extension as discussed at the previous meeting (the “**Lease Arrangements**”). COM noted that the documentation to be signed in respect of the Lease Arrangements (the “**Lease Documentation**”) had been approved by the NCRI’s legal advisors.
- 18.2. Following a discussion in relation to the foregoing, **IT WAS RESOLVED THAT:**
 - 18.2.1. the Lease Arrangements were in the best interests of the NCRI;
 - 18.2.2. the Lease Arrangements and the Lease Documentation be approved accordingly; and
 - 18.2.3. MB be empowered, directed, authorised and appointed to execute the Lease Documentation on behalf of the NCRI.

19. Cybersecurity

- 19.1. There was a discussion in relation to cybersecurity and specifically on the NIS2 Directive, which is a directive on measures for a high common level of cybersecurity across the EU. COM reported to the Board that this is under the remit of the Department of the Environment, Climate and Communications. It is expected to be transposed into Irish law by October 2024.
- 19.2. **IT WAS AGREED THAT** NCRI’s Cyber Incident Response Plan would be forwarded to Board members for their information. **IT WAS FURTHER AGREED THAT** the results of a validation of NCRI’s Cyber

Incident Response Plan would be reported to the Board at the June 2024 meeting. This is scheduled for the September 2024 meeting, but it will be moved to the June meeting.

20. 30 Years of Data Collection

The Board asked about the 30-year celebration. DM confirmed we will tie this in with the Strategy launch on 4th March and there will be a further celebration for all staff at the annual on-site meeting in Q4 2024.

21. Other Matters

21.1. The Chairperson reminded the meeting that, in accordance with the Code of Practice for the Governance of State Bodies, the Board should meet twice a year without NCRI management present to discuss any matters deemed relevant.

21.2. DM, CMcG and COM then left the meeting to facilitate this discussion by the Board.

22. Close

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

[signature page follows]