![National Cancer Registry Ireland logo]

MEETING OF THE BOARD OF THE
NATIONAL CANCER REGISTRY IRELAND (NCRI)
28th June 2023, 13.30
Hybrid

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
Ms Ellen Farrell	Board Member	EF
Mr Niall Murphy	Board Member	NM

In attendance

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

Apologies

Name	Details	Initials
Prof Mark Lawler	Board Member	ML

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. Audit & Risk Committee (ARC) Appointments

Since the last Board meeting Eamonn Morris ("**EM**") has resigned from the NCRI Board and ARC. EM served on the Board since 2019 and was also the Chair of the ARC. Following a request from the Chair of the NCRI Board, Ms. Ellen Farrell has agreed to replace EM as ARC Chair and Mr Niall Murphy has agreed to join the ARC on an interim bases, to be reviewed again in December 2023. The Board welcomed and approved these appointments. EM's resignation also leaves an open Board membership position which needs to be filled. Members agreed to meet in the coming weeks to discuss skills gaps within the current Board so that the Department of Health can be briefed before a recruitment campaign begins.

Action: CO to resend Board Skills Matrix.
Action: Chair to organise call to discuss skills gaps within the current Board.

4. Director's report

The NCRI Director gave a top-level operations update.

There was a discussion around Cyber security precautions being taken at the NCRI and the notable increase in the volume of blocked items between Q1 and Q2 of this year. Employee cyber security training is ongoing via Phishing email simulation and follow up on learning from these simulations as well as cyber security updates that are sent via our staff newsletter. The Board welcomed this training and recommended that it continue. Currently our cyber security response plan sits within our Business Continuity Plan. The Board recommended that this be made a stand-alone plan. The Board were also updated on the recruitment of the Head of Research and Analysis. A business case has been developed and is with the Department of Health for approval.

Action: Corporate Operations Manager (COM) to resend current Head of Research and Analysis job description to Board members.
Action: BPM develop a Cyber Security Response Plan

5. Finance Report

The Board was informed that ARC members receive management accounts with commentary monthly and that the Management Accounts to the 30th of April 2023 were reviewed, discussed and approved at the last ARC meeting in May and that NCRI's expenditure is within the budget profile. The Board were reminded that the Financial Statements for the Year ended 31st December 2022 were reviewed by the ARC and recommended to the Board, subject to no material changes on foot of the C&AG's review. There were no material changes, and the Financial Statements were signed and returned to the auditors on the 12th of June 2023. The Office of the C&AG issued their certificate on the19th June 2023. The Certificate has been incorporated into the Financial Statements included with the Annual Report.

6. Risk Report

The Board were informed that monthly risk management meetings continue, and that risk reports are considered in detail at all ARC meetings. There remain two high risks on the Risk Register and appropriate actions are being taken to mitigate these risks.

7. Service Plan Dashboard

Activity metrics were reviewed by the Board.

8. New Strategic Plan - progress report

The Business & Planning Manager / Board Secretary (BPM) gave an update on the development of the new NCRI strategy for the years 2024-2026. Work continues with Alpha Healthcare and activities so far to develop this strategy have involved reviewing the learning from our current strategy and engaging with our stakeholders. During June, the composition of the Strategy Oversight Group, which now includes a patient representative and an additional external advisor, was finalised. The Strategy Oversight Group meets every 6 weeks and the Strategy Support Group met during the week prior to this, with a Strategy Oversight Group meeting scheduled for the current week. The focus during June has centred around stakeholder engagement. The engagement to date has involved interviews and workshops. Most of the interviews have been completed, while the workshops are currently in progress and anticipated to be finished by mid-July. The final phase of stakeholder engagement entails online surveys, which have been distributed to both internal and external stakeholders. Also in June, a rapid review of the previous

strategy was conducted, yielding some valuable insights from the responses received. Additionally, there were suggestions to include key performance indicators and ensure that everyone is aware how their work contributes to the strategy's success. Furthermore, it was recommended to incorporate an annual review that considers any internal or external changes. The plan now is to finalise the stakeholder engagement process and commence a review of the information gathered. The BPM informed the Board that a near-final draft will be presented at the October Board meeting. The Board welcomed the speedy progress of the strategy development and recommended that a projected organisational structure, required to implement the strategy, should be developed along with the strategy and presented with the draft strategy at the October Board meeting.

9. Strategic Priority #2: Communicate Information

Along with Data Capture and Develop the organisation, Communicate Information is one of the strategic pillars of the current strategic plan. The Communications Office (CO) gave an overview of the activities currently completed, underway and planned to address this area of strategic importance. The CO presented the current Communications Plan which aligns with the NCRI Strategic Plan (2020-2023) and is a blueprint for delivering consistent, coordinated, and targeted messaging to achieve NCRI's strategic goals. The plan sets out the number of Communications actions (12) and related activities (36) underway, and the CO provided a status update on these activities. This plan runs to the end of 2023 after which lessons learnt will be used to develop a communications plan to align with the NCRI's successive Strategic Plan. The CO also set out the NCRI's dissemination objectives and steps to innovate the dissemination process within the NCRI. Finally, an update was given on recent reports, collaborations, and awareness campaigns. There was a discussion about the dissemination of the most recent NCRI report on COVID-19 impact on cancer incidence in Ireland in 2021, including media coverage, stakeholder engagement, social media engagement, and related digital assets. The Board commended the NCRI on its communications this year.

10. Data Collection: Cancer Registration Manager

The Cancer Registration Manager (CRM) provided the Board with a profile of the staffing, organisation, responsibilities, and activity of the Cancer Registration Department. Current challenges facing the department, risks relating to the department, and the mitigations that have been achieved or are planned to help address these challenges were also presented and discussed. The CRM presented recent departmental achievements and informed the Board that the department is on target to achieving its 2023 targets relating to the backlog. The recent increase in Electronic Cancer Data Registrars (eCDRs) and the impact this increase in human resources will have on clearing the backload within registration was discussed. The Board were reminded of the long process of training new eCDRs (approx. 2 years) and the loss of knowledge when experienced eCDRs retire. There was a discussion about the engagement of oncologists as part of the new strategy development, and that this be used to educate this stakeholder group on what the NCRI does and the importance of access to hospital systems. The Board welcomed and encouraged ongoing meetings between NCRI and hospitals to address access issues.

Actions:
- CRM to send the slides presented to all Board members.
- CRM to send list of NIMIS hospital on hold to the Chair.

11. Stakeholder Engagement Report

The Board reviewed the Stakeholder Engagement Report, which included all strategic and executive level stakeholder engagements that have taken place since the last Board meeting. There was a discussion about the NCRI's involvement in the cross-agency campaign around cervical cancer elimination via NCRI

participation in the Cervical Cancer Elimination Strategic Group, Data and Monitoring Workshops and Communications Workshops.

12. Public Sector Master Trust

The COM informed the Board that NCRI has received notice from Cornmarket Group (a financial services administrator for public sector pension funds paid over as additional voluntary contributions), that to be compliant with legislation and EU directives the current scheme is closing, and the funds and future funds will be transferred to a new pension fund called the Civil & Public Sector Master Trust (CPSMT). Cornmarket are requiring that NCRI, along with over 270 public sector employers, sign up to the new 'Trust'. Following a meeting between the NCRI and Cornmarket next month the COM will further update Board members on changes to the scheme and sign-up timelines. Following this update the Board will be asked to formally approve the transition to this new scheme and authorise the signing of the participation agreement.

13. ARC Report to the Board

The ARC Chair presented the Committees report from the meeting held in May.

• The ARC recommended the System of Internal Financial Control (SIFC) for Board Approval. The Board agreed to approve the SIFC.

• The ARC informed the Board that they had already reviewed and advised the Chair and the Director to sign the Letter of Representation from the NCRI Board to the Comptroller and Auditor General (C&AG) remotely.

• The ARC advised that when setting 2024 Board meeting dates that timing around C&AG financial statement auditing and sign off should be considered to facilitate and expedite receipt of the C&AG Certificate and the finalising of the Annual Report.

• Management Accounts for the 4 Months to 30th April 2023
The Board were advised that the draft accounts to the 30th of April 2023 were reviewed by the ARC.

• DPO Report
No major events or incidents were reported.

• HR Report
The Board was advised that the ARC reviewed the staff complement and open positions and were informed that the ARC requested that the HR report be updated to include additional information on recruitments plans, such as new roles and their status.

• Policy Management
The Board were advised that a list of all NCRI policies and planned review date for each policy is to be brought to the next ARC meeting for review and recommendation.

The Board advised that there are software packages available to facilitate the management of documents for which the Board have oversight, such as organisational policies.

Action: Director to check with other similar organisations to see what they use.

14. Approval of Annual Financial Report, including SIC

The board had reviewed and approved outside of scheduled board meetings, due to timing around C&AG financial statement auditing and sign off, to facilitate and expedite receipt of the C&AG Certificate and the finalising of the Annual Report. The ARC has recommended when setting 2024 Board meeting dates that timing around C&AG financial statement auditing and sign off should be considered to facilitate and expedite receipt of the C&AG Certificate and the finalising of the Annual Report.

15. Approval of Related Party Transactions Policy

The ARC recommended the Related Party Transactions Policy for Board approval. The Board agreed to approve the Policy.

16. Climate Action Roadmap

The newly created NCRI Climate Action Roadmap was presented to the Board. The Board welcomed the report and approved it and asked that it be circulated to all staff.

17. Minutes of the previous meeting

The Board approved the minutes of the March 2023 ordinary meeting.

18. Matters arising/ Actions from prior meetings

The Board reviewed the rolling board action log.

19. Any other business

At the last meeting EF recommended that a summary report be added to the start of all documents included in the Board pack. The sample summary recommended was reviewed and approved by the Board and will be put into effect when preparing Board documents and reports for the next Board meeting.

20. Executive Session

No executive session was held.