**MEETING OF THE BOARD OF THE
NATIONAL CANCER REGISTRY IRELAND (NCRI)
27th January 2023, 14.30
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
Ms Ellen Farrell	Board Member	EF

Apologies

Name	Details	Initials
Mr Eamonn Morris	Board Member	EM

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

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

The Chair informed members of the Ministerial appointment of Mr. Niall Murphy as a Board Member. Niall will attend an orientation session with the Board Secretary on Friday the 4th of February, and will be at the next NCRI Board meeting planned for March.

4. Director's report

The NCRI Director gave a top-level operations update.

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.

Improving closure rates has been one of the key focus areas during 2022 and continuous focus on this throughout 2022 has improved closure rates. There is an acceptance however that additional actions and changes may be required to reduce and then eliminate the current backlog. The changes under discussion are included in the options appraisal and as they will have an impact on those who use NCRI data the NCRI is discussing the proposed changes with these stakeholders. These discussions are ongoing. Currently the NSS contact is unavailable, so stakeholder discussions have not been completed and the final options proposal is not yet available.

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

The BPM presented a draft Planning and Metric Plan for 2023 and outlined the proposed key deliverables for the NCRI for 2023. These are informed by NCRI's Strategy, the IARC review, the Scally recommendations and latest report on these recommendations, the Board Excellence external board review report, Risk Management and Financial Management. Throughout 2023, metric status updates will be reported to the Board at each Board meeting.

Action: The final Planning & Metrics plan to be brought to the next Board meeting.

The Director presented the HR report and gave an update on recent positions filled, open positions and new additional positions planned for 2023 budget. The recent increase in Electronic Cancer Data Registrars (eCDRs) was discussed. The role of eCDR evolved from a thorough examination of data collection at the NCRI. This analysis resulted in a plan for long-term data collection sustainability and increased remote access to hospital systems. This Role mitigates single points of dependency, reduces the impact of absences, and provides for a more flexible approach to data collection. The Board welcomed this move from CDR to eCDR and supports this new way of working which represents the future direction of data collection within the NCRI. The Board congratulated the NCRI on implementing this change, a change which they have encouraged and supported from the start. The Board were reminded of the long process of training new eCDRs (approx. 2 years) and how this will limit the effect this increment in the number of eCDRs at the NCRI will have on helping to address the backlog over the coming years.

The COM presented the Dec 2022 management accounts to the Board. An overall underspend was reported, mostly due to underspend in staff costs because of delays in filling a number of vacant posts and unclaimed pensions. The NCRI has notify the Department of Health (DoH) of these delays and reported any consequences. The DoH has also been notified of the increase to current cost of rent. Board members were informed that the high-level draft budget 2023 is still with the DoH and the NCRI is waiting on the final figure with a reply expected before the next Board meeting in March.

Board members were updated on changes to the Corporate Risk Register. Since the last meeting there were 14 change log entries, including 1 risk regarding backlog entered as high and 1 risk regrading organisation and people downgraded from medium to low. The embedding of risk management at the NCRI was discussed. There was also a discussion about how the recent increase in resources might help move the risk around backlog in registration from a high ranked risk to a medium ranked risk, and how this downgrade might be quantified. The Board recommended that any sustained downward trend in the backlog should be monitored and that should be used to quantify what might justify a downgrading in the ranking of this risk. It was also recommended that the NCRI define effective closure for the organisation and share this internally.

Board members were also updated on planned external audits. DHKN Limited, Chartered Accountants who carry out annual external audits on behalf of the OC&AG, are scheduled to begin

the audit of year ended 31/12/2022 on the 17th April 2023. The NCRI internal audit function, which is outsourced to Mazars, was also discussed. Mazars will carry out two internal audits in 2023. The results of the most recent internal audit, a review of adherence to the Code of Practice for the Governance of State Bodies were discussed. The draft audit results indicate a Reasonable Assurance level. The NCRI will close out with the internal auditors early in February and bring an action plan to the next ARC Meeting in March. The internal auditors will attend that meeting and present the final report to the ARC.

5. Service Plan Dashboard

Activity metrics were reviewed. The BPM gave an update on activities marked 'behind'. The Board requested that focus be put on training and development planning, with a view to introducing future management training. They also recommended the development of a formal escalation process to address barriers to the NCRI in carrying out its statutory obligation, and to guarantee that other bodies within the health services (public and private) provide the NCRI with the data it needs to carry out its functions.

6. 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. The Board welcomed and encouraged meetings and information sharing around data access processes and procedures with other patient registries.

7. Board Work Programme 2023

The Board reviewed the Board Work Programme 2023.

Actions:
CO to update the Operations Deep Dives Q&A Sessions so that Research is reviewed at the March meeting and Data Collection at the June meeting. Board members requested that deep dives should address risks in the operations area being discussed, and include any decision making that needs addressing, and that suitable time should be allocated for a Q&A session.

CO to update the document to reflect that the next in- person meeting in Cork takes place in June.

8. Board Self-Evaluation Survey Report

There was a brief discussion about the results of the recently completed Board Self-Evaluation Survey, with a longer discussion planned for the March meeting.

Action: COM to check regarding Board liability insurance and bring findings to the March Board meeting.

9. Minutes of the previous meeting

The Board approved the minutes of the Nov 2022 ordinary meeting.

Action: CO to share minutes of previous Advisory Council meetings with Board members and to update the Board TOR and Internal Stakeholders Communications Policy to include that Advisory Council minutes should be shared with Board members going forward.

10. Matters arising/ Actions from prior meetings

The Board reviewed the rolling board action log.

11. Any other business

The Board agreed the following dates for 2023 Board meeting:

Board Meeting Dates 2023
March   27th   Mon
June   28th   Wed
Oct   2nd   Mon
Dec   4th   Mon

Action: CO to set 2023 Board meetings and send invites.