

Minutes

Minutes of Performance and Resources Committee Meeting held on 1 September 2021 via MS Teams due to the Covid-19 Public Health Emergency.

Agenda Item 1 - Apologies

Name	Role	Present (Yes/No)
Mr Graham Knowles (GK)	Chair	Yes
Ms Dorothy Donovan (DD)		Yes
Ms Geraldine Crowley (GC)		No (Apologies)
Mr Fintan Foy (FF)		Yes
Mr Roy Hogan (RH)		Yes
Mr Mark Jordan (MJ)		No (Apologies)
Dr Shane McCarthy (SMC)		No (Apologies)
Ms Katherine Morrow (KM)		Yes
Members of PSI staff in attendance included:		
Ms Ruth Baily (RB)		
Mr Niall Byrne (NB)		
Ms Elaine Cronin (EC)		
Mr Brendan Flynn (BF)		
Dr Lorraine Horgan (LH)		
Ms Caroline Murphy (CM)	For Agenda Item 9	
Mr Neil Wall (NW)	For Agenda Item 12	

Colour code: *Red—for decision; Green—for discussion; Blue—for information*

Agenda Item 2 – Declaration of Interests

Issue

No conflicts of interest were declared.

Agenda Item 3 – Approval of Agenda

Issue

The Committee considered and approved the agenda. It was agreed to deal with the approval items at the beginning of the agenda as the Committee would be inquorate after 1100hrs. For this reason, the Committee also agreed to defer consideration of the new Employee Handbook till its November meeting but noted that this would have no adverse consequences as the Handbook was in operation with PSI employees since August 2021.

Decision Approved, and/or Action Requested

The agenda was proposed by Ms Dorothy Donovan and seconded by Mr Roy Hogan.

Agenda Item 4 – Approval of Minutes of Committee meeting held on 19 May 2021

Issue

The minutes of the meeting held on 19 May 2021 were considered and agreed.

Decision Approved, and/or Action Requested

The Committee considered and approved the minutes of the 19 May 2021 meeting. The minutes were proposed by Mr Fintan Foy and seconded by Ms Dorothy Donovan.

Agenda Item 5 2021 Work Plan Project

Agenda Item 5.1 Opportunity/contingency budget update

Information

The Committee was updated on the Business Transformation Project Opportunity/Contingency budget. The Committee was advised that UAT testing for the new registration database and online portal had concluded in July and that bugs and issues were identified during the UAT process. Issues are not covered within the fixed fee contract. The Committee discussed funding of €11,000 required to address these issues with the new online system before the 'go-live' date at the end of September. It was noted that this funding was within the overall change budget approved by Council and would not exceed the overall cost envelope for the project. The Committee was advised that the Programme Board was satisfied with the arrangement and had agreed to proceed on this basis at its August meeting.

Decision Approved, and/or Action Requested

The Committee agreed to note and support the decision of the Programme Board, proposed by Ms Katherine Morrow and seconded by Ms Dorothy Donovan.

Agenda Item 5.2 Deliver the Year two objectives of our Business Transformation Programme – Project Health Card

Information

The Committee was updated on the progress of the Business Transformation Programme (BTP). The project is currently trending amber but is not at-risk and is fully-expected to go-live by the end of September. UAT was completed in July. The Committee was advised that along with other cybersecurity measures, a successful penetration test was carried out on the new system. The Chair noted thanks to both the Project Board and the Project Team for the work done on the project, particularly in light of Covid-19.

Agenda Item 6 2021 Work Plan Project – Implement an organisation and people development programme to underpin business transformation (ODP)

Agenda Item 6.1 2021 Presentation of revised Target Operating Model (TOM) and revised organisation structure.

Information

The Committee was updated on the new Target Operating Model (TOM) and revised organisation structure. The Committee was given an overview of the context and the guiding principles of the project along with work undertaken by the organisation over the past nine months. The new business areas were outlined along with the responsibilities housed within each area. The new TOM allows for no single point of pressure as there will be cross training provided to all relevant staff, particularly those with the new integrated team – these staff resources were previously located across the organisation. These developments will make the organisation more capable as well as more resilient. There will also be enhanced support for all staff as regards learning and development. Fundamentally, the new structure will better enable the organisation to deliver the Strategy approved by the Council. The TOM was adopted and went 'live' on 5 July. There is an implementation period for the overall organisation development project (ODP) which runs until October 2022. Reporting will continue to the Committee and Council throughout the implementation period.

Agenda Item 6.2 2021 Business Case for posts to support delivery of TOM and revised organisation structure

Information

The Committee was updated on the business cases which have been developed to support the delivery of the revised organisation structure and the new Target Operating Model (TOM). There are 11 cases and the Committee noted that the proposed headcount increase was in fact four as seven new roles had previously been agreed by Council in 2017 to be included in PSI's headcount. The addition to PSI's headcount is proposed as four new posts. The existing Business Transformation Programme (BTP) posts are proposed to be created on a permanent contract basis once the existing three-year contract posts expire. Each business case has been developed following careful analysis of the needs of the organisation to deliver the current strategy and likely future strategies. The Executive is clear that these posts are required to deliver on the Council's strategic priorities as well as ensuring the PSI has all of the capabilities required to fully deliver on its statutory remit. Within the context of our current HR Strategy, all staff, including these new staff when appointed, will benefit from enhanced learning and development in line with the continuing evolution of the organisation. The Committee agreed to recommend the 11 posts plus 2 BTP posts for approval to Council. The Committee also agreed to recommend that the 2022 budget be developed with provision for the full headcount of the 60 posts in the new organisation structure for Council to then review and consider for approval at its 16 December 2021 meeting.

Decision Approved, and/or Action Requested

The Committee agreed to recommend to Council at its 7 October meeting:

- the approval of the business cases for all posts
- that the 2022 budget be developed with provision for the full headcount of the 60 posts in the new organisation structure for Council to then review and consider for approval at its 16 December 2021 meeting

on the proposal of Mr Fintan Foy and seconded by Ms Dorothy Donovan.

Agenda Item 6.3 2021 ODP Project Health Card

Information

The Committee took the ODP Project Health Card as read.

Agenda Item 7 2021 Work Plan Project – Develop the Strategic Financing Review for PSI
Agenda Item 7.1 Presentation of scenario models and expenditure analysis

Information

The Committee was presented with the three financial scenario models and expenditure analyses (retrospective and prospective) which had been prepared to present an overview of PSI's financial position over the period to 2025. The models encompass PSI's future income, expenditure and reserves positions and the resources required for PSI to operate and to deliver the current corporate strategy along with external factors which may impact PSI or the Irish economy. It was noted that the timeline is currently to 2025 but the intention is to extend it by a year annually. Further work would then be commenced to refine the assumptions for example the building in of cash flow to the scenarios. Following discussion, the Committee agreed to recommend Scenario Two to Council for approval for future financial modelling. The Committee also agreed to recommend to Council that Scenario Two should form the basis for the 2022 budget which will then be presented to Council for final approval in December 2021.

Decision Approved, and/or Action Requested

The Committee agreed to recommend to Council the approval of Scenario Two at its October meeting for future financial modelling and for Scenario Two to form the basis of the 2022 budget development for subsequent approval by Council in December. The recommendation of Scenario Two was proposed by Ms Dorothy Donovan and seconded by Ms Katherine Morrow.

Agenda Item 7.2 Overview of forecasted FtP inquiry-related legal expenditure 2021/2022

Information

The Committee was updated on the Overview of forecasted FtP inquiry-related legal expenditure 2021/2022. The Committee was advised that a comprehensive review of FtP costs has taken place. The number of inquiries and average costs for each inquiry were explained. Costs per inquiry are between €20,000 and €40,000 with the average cost at €27,000. It was also noted that the current online environment has had an impact and has increased costs. The proposed allocation in the SFR assumptions for FtP costs had been set at €300,000 per annum. The Committee agreed that this was insufficient and a more appropriate budget was proposed by the Executive to be €500,000. The Committee agreed to the new assumption of €500k pa for FtP legal costs for scenario planning purposes and also for the inclusion of this amount in the 2022 budget.

Decision Approved, and/or Action Requested

The Committee agreed to the new assumption of €500k pa for FtP legal costs for scenario planning purposes and also for the inclusion of this amount in the 2022 budget. The updated budget was proposed by Mr Roy Hogan and seconded by Ms Dorothy Donovan.

Agenda Item 7.3 Review of assumptions underpinning the Strategic Financing Review

Information

The Committee was updated on the Review of assumptions underpinning the Strategic Financing Review. The Committee was advised that there were two changes to the assumptions underpinning the Strategic Financing Review, the FtP legal costs (see section 7.2 above) and a revision to GDP based on the Central Bank of Ireland's quarterly bulletin July 2021.

Decision Approved, and/or Action Requested

The Committee accepted the updated assumptions and agreed to continue with document in the revised form, proposed by Mr Fintan Foy, and seconded by Ms Katherine Morrow.

Agenda Item 7.4 SFR Project Health Card

Information

The Committee took the SFR Project Health Card as read.

Agenda Item 8 Finance

Agenda Item 8.1 Management accounts and end-year financial forecast

Agenda Item 8.1.1 Approval of the Management Accounts to 30 June 2021 for submission to Council.

Information

The Committee was updated on the Management Accounts to 30 June 2021 for submission to Council. The Committee discussed the management accounts to 30 June 2021. Key income and expenditure to 30 June was outlined and any variances in the accounts were noted by the Committee.

Decision Approved, and/or Action Requested

The Committee agreed to recommend to Council the approval of the management accounts at its October meeting. The recommendation of the Management Accounts to 30 June for the approval of Council was proposed by Ms Dorothy Donovan and seconded by Mr Roy Hogan.

Agenda Item 8.1.2 High level financial forecast to year-end

Information

The Committee discussed the high-level financial forecast to the end of 2021. The projected income and expenditure was outlined along with projected spend on projects funded from reserves to the end of the financial year.

Decision Approved, and/or Action Requested

The Committee agreed to recommend to Council the approval of the high-level financial forecast at its October meeting. The high-level financial forecast for approval by Council at its October meeting was proposed by Mr Roy Hogan and seconded by Mr Fintan Foy.

Agenda Item 8.2 Proposal to open second AIB current account to comply with requirements for drawdown from DOH of funding for IIOF operations

Information

The Committee was updated on the proposal to open a second AIB current account to comply with requirements from the Department of Health (DoH) of funding for IIOF operations. The Committee was advised that in light of the closure of Ulster Bank it is necessary to open a standalone current account for IIOF funding from DoH. It is a condition of the DoH that monies for the IIOF may not be comingled with any other funds. A similar account is currently in operation with Ulster Bank for the IIOF funds.

Decision Approved, and/or Action Requested

The Committee agreed to recommend to Council at its October meeting the opening of a second current account with the AIB for the purposes of IIOF funding. The proposal to open a second AIB current account for approval by Council at its October meeting was proposed by Mr Roy Hogan and seconded by Ms Dorothy Donovan.

Agenda Item 8.3 Quarterly review of compliance with the Treasury Management Policy (invested funds and policy metrics)

Information

The Committee noted that the Treasury Management Policy was in compliance and took the review as read.

Agenda Item 8.4 Procurement

Agenda Item 8.4.1 update on Procurement Plan delivery

Information

The Committee was updated on the procurement plan delivery. The Committee was updated on procurements in train, those procurements which have recently closed and those which will be completed by the end of the year.

Agenda Item 8.4.2 update on contract extensions

Information

The Committee was updated on those contracts that have been extended. Four contracts have been extended under the terms of PSI's Procurement Policy.

Agenda Item 8.5 Annual update on superannuation contributions

Information

The Committee took the annual update on superannuation contributions as read.

Agenda Item 9 Disciplinary Committees

Agenda Item 9.1 Update on the meeting of the Special Purposes Committee on the 12 August 2021 and the process of managing appointment to the Disciplinary Committees

Information

The Committee was advised that at the Special Purposes Committee it was agreed to develop formal rules for the appointment of Council and non-pharmacist members to the Disciplinary Committees. The SPC has agreed that the Executive should plan to advance this work.

Agenda Item 9.2 Reappointments and Appointments to the Disciplinary Committees for submission to Council (Reappointments for Decision and Appointments for Noting) – Memo 1

Information

The Committee discussed the proposed reappointments to the Disciplinary Committees.

Ms Breda Heneghan's term as a member on the PPC is due to expire on 20 October 2021 following three years on the PPC. The Committee discussed the reappointment of Ms Heneghan for a further five years, which would bring her up to the maximum term permissible of eight years. The Chair of the PPC, Dr Shane McCarthy, and Ms Heneghan have agreed to the proposed reappointment.

Ms Alice Shine's term as a member on the PPC is due to expire on 20 October 2021 following three years on the PPC. The Chair of the PPC, Dr Shane McCarthy, and Ms Shine have agreed to the proposed reappointment. The Committee discussed the reappointment of Ms Shine for a further five years, which would bring her up to the maximum term permissible of eight years.

Ms Cindy J Mackie's term as a member on the PPC is due to expire on 25 October 2021 following three years on the PPC. The Chair of the PPC, Dr Shane McCarthy, and Ms Mackie have agreed to the proposed reappointment. The Committee discussed the reappointment of Ms Mackie for a further five years, which would bring her up to the maximum term permissible of eight years.

For noting by the Committee

The Committee was advised that following the decision by Mr James Bridgeman SC to stand down from the PPC, Ms Karen Ruddy BL had been randomly selected from the reserve panel to replace him and her appointment will be put before Council for approval at its meeting in October on the basis that the Executive may bring such appointments from the Reserve Panel directly to Council without the necessity of a decision from the Committee.

The Committee was advised that following a recent Expression of Interest (EOI) process among Council members, Mr John Given has been appointed to the PCC following an email decision by Council on 24 August. Mr Given will receive induction training shortly into his new role along with the other recently appointed new Disciplinary Committee members.

Decision Approved, and/or Action Requested

The Committee agreed to recommend to Council at its October meeting, the reappointment of Ms Breda Heneghan MPSI, Ms Áine Shine MPSI and Ms Cindy J Mackie to the Preliminary Proceedings Committee when their current terms expire, for a further term of 5 years. Proposed by Mr Fintan Foy, seconded by Ms Katherine Morrow.

Agenda Item 9.3 Expression of Interest for Council Members to join Disciplinary Committee – Memo 2

Information

The Committee was advised that an Expression of Interest process will take place shortly for Council members to join Disciplinary Committees. Currently, one member of Council sits on each of the Disciplinary Committees but it was agreed at a recent meeting of the Special Purposes Committee that two members of Council should sit on each Committee to allow for situations such as the unplanned absence, resignation, retirement etc., of a Council member from a Committee and thus ensure that Committees would always remain correctly constituted.

Agenda Item 9.4 Expression of Interest for Acting Chair for Professional Conduct Committee – Memo 2

Information

The Committee was advised that an Expression of Interest process will shortly take place for an Acting Chair of the Professional Conduct Committee. A vacancy has arisen for the position following the appointment of former Conduct Committee member and Acting Chair, Ms. Muireann Ní Shuilleabháin, as President of the Council of the PSI. This required her to stand down as a Disciplinary Committee member. The EOI will be sent to all PCC members alerting them to the role.

Agenda Item 9.5 Reappointment of F Cooke to PCC Committee – Written Decision

Information

The Committee noted the reappointment of Ms Fionnuala Cooke by written decision of the Council dated 24th August 2021 following prior approval by this Committee by email decision on 10 August 2021.

Agenda Item 10 Staffing and Recruitment matters Agenda Item 10.1 Approval of New Employee Handbook

Information

This agenda item was deferred to the next Committee meeting.

Agenda Item 10.2 Develop and commence delivery of a new HR Strategy 2021-2023 – Project Health Card

Information

The Committee was advised that the HR Strategy was approved by Council at its June meeting. The implementation phase of the strategy has begun in tandem with the organisation development project (ODP).

Agenda Item 10.3 Workforce planning and recruitment update

Information

The workforce planning and recruitment planning document was circulated in advance and was taken as read at the meeting.

Agenda Item 11 Service Plan Performance

Agenda Item 11.1 Update on Service Plan Project Health Tracker

Information

The Committee was updated on the status of the Service Plan for 2021. The Committee was advised that all but three projects were trending green. Brexit, Third Country Qualification Route (TCQR) is currently trending amber. The Committee was advised that considerable work has been done on the project but that the timeframe has slipped. The EFQM project has not yet started but the working group will be constituted shortly to begin the work on the submission which will be due in 2022.

Agenda Item 11.2 EFQM – Embed the discipline and approaches underpinning Excellence throughout PSI

Information

The Committee was updated on the status of the EFQM project, with submission for re-accreditation due in 2022. The Committee was advised that the project is currently trending amber but that there are no major risk issues. A working group will be constituted shortly to begin work on the submission in 2022.

Agenda Item 11.3 Enhance our customer services and engagement with key stakeholders by developing an improved website and improve our use of social media platforms

Information

The Committee was advised that the tender for the new PSI website has recently closed and that the evaluation is currently underway. The Committee would be updated on the outcome of the evaluation at its meeting in November.

Agenda Item 12 IT Updates

Agenda Item 12.1 Penetration testing and general cybersecurity update

Information

The Committee was updated on all of the testing, including penetration testing, which has been carried out over the past 12 months. The penetration testing included tests on the new online registration system and portal. The test found one high level issue which was already known and was being dealt with and two medium which are 'expected' behaviours. An alignment test has been carried out and PSI had a good overall score. There were 26 action points and the suggestions with the biggest security impact have already been implemented. To test resilience, a simulated breach attack will take place in September 2021. Ongoing phishing testing and training is taking place with PSI scoring above the industry average. Disaster recovery testing has taken place with PSI's service

Information

providers and another one will be initiated before the end of the year. Further testing with all suppliers will take place annually.

Agenda Item 13 General Matters

The Chair asked Ruth Baily to 'join' the meeting and informed the Committee that she was moving to a new role within PSI and would no longer be supporting the work of this Committee. He thanked her for her patience, her consistent organisational skills and excellent minutes and support to him as Chair and the Committee as a whole. The Committee echoed his sentiments. Elaine Cronin also 'joined' the meeting at this point. Elaine will be taking on Ruth's role and was welcomed and wished every success in her new role.

Agenda Item 13.1 Areas of focus for next meeting

Information

The Committee will continue to follow the work plan for the year. The Employee Handbook which was deferred from this meeting will be reviewed at the November meeting. The budget for 2022 will be prepared ahead of the meeting for consideration for recommendation to the December Council meeting. Work will continue to finalise phase one of the SFR including work on the reserves policy. It was noted that the revised reserves policy needs to also form part of the financial statements.

Agenda Item 13.2 Recap of decisions taken at this meeting for Committee Report to Council

Information

- Approval of Agenda of 1 September 2021 Committee meeting
- Approval of Minutes of 19 May 2021 Committee meeting
- Noting and supporting the decision of the Programme Board regarding the Opportunity/contingency budget
- Approval of Business Case for posts to support delivery of TOM and revised organisation structure
- Approval of scenario model and expenditure analysis
- Approval of Overview of forecasted FtP inquiry-related legal expenditure 2021/2022
- Approval of Review of assumptions underpinning the Strategic Financing Review
- Approval of Approval of Management Accounts to 30 June 2021 for submission to Council
- Approval of the high-level financial forecast to year-end
- Approval of the proposal to open second AIB current account to comply with requirements for drawdown from DOH of funding for IIOP operations

Information

- Approval of Reappointments and Appointments to the Disciplinary Committees for submission to Council

The meeting concluded at: 12.17hrs

Signed by:

Chair

Date