

Minutes of the Performance and Resources Committee meeting held on 9 June 2026 at 10:30 hrs in PSI House and online via MS Teams.

Name	Role	Present (Yes/No)
Ann McGarry	Committee Chair	Yes
Geraldine Campbell	Committee Member	Yes
Richard Hammond S.C.	Committee Member	Yes
Martin Higgins	Committee Member	Yes
Nigel Moloney	Committee Member	Yes
Joan Peppard	Committee Member	Yes
Grainne Power	Committee Member	Yes
Martin Sisk	Committee Member	Yes
Members of PSI staff in attendance included:		
Joanne Kissane	Registrar	Yes
Cheryl Stokes	Head of Corporate Services	Yes
Eileen Troy	Finance and Support Services Manager	Yes
Elaine Cronin	Finance Officer	Yes
Aoife Mellett	Head of Legal Affairs, Governance and Programme Delivery	Yes (for part)
Neil Wall	ICT Manager	Yes (for part)
Grainne Egan	HR and People Development Manager	Yes (for part)
Ciara Brannigan	Procurement and Support Services Officer	Yes
David McCann	Programme Delivery and Innovation Analyst	Yes (for part)
Fionntán O'Donnell	Derilinx	For Part
Ruth Baily	Governance Executive	Yes

Agenda Item 1 – Apologies

Information

There were no apologies

Agenda Item 2 – Declaration of Interests

Information

No conflicts of interest were declared.

Agenda Item 3 – Approval of Agenda

Information

The Committee considered the agenda for the meeting.

Decision Approved, and/or Action Requested

The Committee approved the agenda.

Agenda Item 4 – Approval of Draft Minutes of Committee meeting held on 10 March 2026

Information

The Minutes of the meeting held on 10 March 2026 were considered by the Committee, and no amendments had been received prior to the meeting.

Decision Approved and/or Action Requested

The Committee approved the Minutes of the meeting held on 10 March 2026, by consensus.

Agenda Item 5 - Finance and Support Services.

5.1 Finance and Support Services Update

Information

5.1 Finance and Support Service Update

The Committee was updated on activity in relation to Finance and Support Services. The Committee was advised that the investment accounts, provided for under the approved Investment Strategy, are in the process of being opened with Davys and that all funds are currently held in high liquidity accounts in anticipation of the transfer to Davys. It was confirmed that the Investment Strategy includes an element of longer-term investments, which attract higher returns. The Committee requested a high-level cash flow analysis for the next meeting.

The Committee was updated on contract extensions, including that the one-year contract with Mazars was due to expire, but that it was extended by one year. The Committee was

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advised that Mazars would only be engaged should the PSI need to call on their expertise to assist in implementing the recommendations from the Core Funding Review Report.

The Committee was updated on the Annual Procurement Plan, including confirmation that the contract with the provider for carrying out Third Country Qualification Recognition (TCQR) examinations has been signed and that the first examinations will take place in July.

The Committee was updated on-going progress in relation to the Irish Institute of Pharmacy procurement, the facilities management procurement and the procurement for phase three of the Business Transformation Project. Work is also ongoing on other significant procurements including PR services and legal services, which are due to be published shortly.

The Committee was updated on the TCQR application route, including the continued high volume of applications being received each month; the format and capacity of the Stage 3 examination; and the engagement of internal holistic assessors to support processing capacity. The Committee requested that a briefing note on TCQR be provided at the next meeting.

5.2 Approval of Management Accounts to 31 March 2026

Information

Approval of Management Accounts to 31 March 2026

The Committee was updated on the Management Accounts to 31 March 2026 and the Q1 trends. The Committee was advised that when the budget was prepared, funding from the DoH had not been confirmed for 2026. Additional funding of €15,000 for the IIOP and €688,000 for specific projects, as provided for in the Service Plan, was now available to be drawn down throughout the year, as needed, with €73,440 drawn down in Q1.

The Committee was advised that there was a variance against budget in salary spend due to recruitment delays, along with an underspend on fitness to practise, as a number of cases were resolved without the need to go to inquiry. It was noted that the tender for legal services is currently being finalised, and it is likely that legal service costs will increase from Q4.

Two projects expected to start in Q1 have not yet commenced, resulting in delayed spend; they will now commence in Q4. The Committee was advised that the year-on-year variance report was manually adjusted to account for the deferred income reporting issue with Regie in 2025, correcting the 2025 Q1 data to reflect actual income recognisable for

Information

the period. The issue has been resolved and is being kept under review. The Committee thanked the Finance Team and commended them for the detailed notes. The Committee was advised that an outturn would be included in the Q2 Management Accounts and would be considered by the Committee at its next meeting in September.

Decision Approved and/or Action Requested

The Committee approved the Management Accounts for recommendation to Council at its meeting on 25 June, by consensus.

6 HR and People Development

HR Strategy Health Card

Information

HR Strategy Update

The Committee was updated on the implementation of the HR Strategy and that a provider had been procured to deliver a Leadership Development Programme, following on from the results of the Culture Audit.

Decision Approved and/or Action Requested

The Committee noted the update on the implementation of the HR Strategy.

People and Workforce Planning Update

Information

People and Workforce Planning Update

The Committee was updated on People and Workforce Planning and noted that there have been good responses to all recent job competitions, necessitating two or three days of interviews per competition. The Committee was advised that the five business cases submitted to the DoH for additional roles have been approved. A further three business cases were submitted in June. The Committee was advised that it was necessary for business cases to be submitted to the DoH for all recruitment, bar the backfilling of previously approved permanent posts.

In response to a query, the Committee was advised that the updated performance management cycle is working well, that the mid-year review for 2026 is about to begin, and that academic support is available to staff in alignment with their learning goals.

The Committee was updated on mandatory training completed by staff. The Committee had a short discussion on mandatory training for Council members. The Committee was advised that a skills matrix will be carried out for Council members before the end of the

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year. The Committee noted that training is also carried out during the two Council training and development days.

Decision Approved and/or Action Requested

The Committee noted the People and Workforce Planning Update.

Results of Employee Engagement Survey

Information

Results of Employee Engagement Survey

The Committee was updated on the results of the Employee Engagement Survey. It was noted that the survey achieved a strong response rate and that the overall findings were very positive. The Committee was advised that the results have been shared with all staff and will be further presented at an upcoming Team Connect session.

The Committee also noted that there will be further engagement with staff in response to the survey findings, with a particular focus on strengthening risk-taking and planning.

Decision Approved and/or Action Requested

The Committee noted the results of the Employee Engagement Survey.

7 ICT

Information

7 ICT

7.1 ICT Strategy Health Card

Information

7.1 ICT Strategy Health Card

The Committee was updated on the ICT Strategy. The Committee was advised that the strategy was both on budget and on plan. The Committee had a short discussion on the implications of NIS2. The Committee was advised that the PSI has not yet been officially appointed as a competent authority. The PSI is awaiting the final draft of the legislation to determine whether the PSI, if appointed as a competent authority, will be required to comply in full with NIS2 and not just the requirements in relation to reporting by public bodies.

7.2 Data Maturity Assessment Report

Information

7.2 Data Maturity Assessment Report

Information

The Committee received an update on the Data Maturity Assessment Report from Fionntán O'Donnell of Derilinx. It was noted that, in preparing the report, Derilinx undertook a number of activities, including a staff survey, two workshops with the Wider Management Team, and one workshop with the Executive Leadership Team.

The Committee was advised that, following its assessment, Derilinx considers PSI to be at Level 2 on a five-level maturity scale, characterised as emerging and partially consistent, but not yet embedded organisation-wide.

It was noted that PSI has modern infrastructure in place, with compliance and security well managed and supported by a robust audit cycle. However, a number of gaps were identified, including the absence of clearly defined dataset ownership, limited metadata outside of Regie, inconsistent naming conventions, and gaps in non-core data.

Derilinx further noted that organisational ambition in relation to data is currently ahead of practice and available capacity, but that where data management is formally applied, it operates effectively.

The Committee was advised that the development of an action plan will be required to establish defined datasets, clear ownership, agreed standards, naming conventions and coding structures, together with ways of working that are proactively managed. This will be supported by the development of a data strategy, including an implementation plan expected to span two to three years.

The Committee noted the findings of the report positively and welcomed the clarity it provides on PSI's current level of data maturity. It was also noted that both the Data Maturity Assessment and the Data Strategy form part of the ICT Strategy 2024–2027.

Decision Approved and/or Action Requested

The Committee noted the presentation on the Data Maturity Assessment Report.

8 Performance Update

8.1 Update on the 2026 Service Plan Project Health Tracker

Information

7.1 Update on the 2026 Service Plan Project Health Tracker

The Committee received an update on the Service Plan Project Health Tracker and noted that all projects are currently tracking green.

Decision Approved and/or Action Requested

The Committee noted the update to the 2026 Service Plan Project Health Tracker.

9 General Matters

9.1 Annual Review of the Terms of Reference of the Committee

Information

Annual Review of the Terms of Reference of the Committee

The Committee reviewed the Terms of Reference of the Performance and Resources Committee. It was proposed that the Committee would take on oversight of the Business Transformation Project (BTP). Currently, there is a standalone Programme Board, established by Council in 2018, that oversees BTP. The project has progressed and is now embedded across the organisation. The Performance and Resources Committee oversees the BTP Health Card, is responsible for BTP funding, and makes recommendations to Council. The Committee discussed taking over the work of the BTP Programme Board and agreed that it aligns with the work of the Committee.

Decision Approved and/or Action Requested

The Committee approved the updates to the Terms of Reference, for recommendation to Council at its meeting on 25 June, by consensus.

9.2 Recap of decisions taken at this meeting for the Committee report to Council

Information

Recap of decisions taken at this meeting for the Committee report to Council

The Committee noted that Committee members time would be added to the agenda for the next meeting. The Committee also noted that the following decisions will be included in the report for Council;

- Approval of Management Accounts to 31 March 2026
- Annual Review of the Terms of Reference of the Committee
- Detailed update in relation to TCQR will be provided to the Committee at its next meeting.

Decision Approved, and/or Action Requested

The Committee noted the decision items for the report to Council.

Meeting Concluded at: 12:15

Signed by:

Chair

Date