

Minutes of the Performance and Resources Committee meeting held on 26 February 2025 at 2:00 pm at PSI House and online via MS Teams.

Name	Role	Present (Yes/No)
Ann McGarry	Committee Chair	Yes
Emily Kelly	Committee Member	Yes, from Agenda item 7.0
Denis O'Driscoll	Committee Member	Apologies
Martin Sisk	Committee Member	Yes
Martin Higgins	Committee Member	Yes, from Agenda item 5.4
Joan Peppard	Committee Member	Yes
Richard Hammond	Committee Member	Yes
Members of PSI staff in attendance included:		
Joanne Kissane (JK)	Registrar	Yes
Cheryl Stokes (CS)	Head of Corporate Services	Yes
Eileen Troy (ET)	Finance and Support Services Manager	Yes
Maeve Dillane (MD)	Business Support Services Executive	Yes
Neil Wall (NW)	ICT and Corporate Reporting Manager	Yes, for Agenda items 8-9
Elaine Cronin (EC)	Finance and Business Support Officer	Yes, for Agenda items 1-6.6
Grainne Egan (GE)	HR and People Development Manager	Yes, for Agenda item 7.0
Aidan Flynn	Programme Delivery and Innovation Manager	Yes, for Agenda items 8-9
Ciara Dooley	Regulatory Risk Coordinator	Yes, for Agenda items 1-9.1

Agenda Item 1 – Apologies

Information

Apologies were received from Denis O’Driscoll. The Chair confirmed that the term of office of Sean Reilly had expired, and she thanked him for his contribution to the Committee.

Agenda Item 2 – Declaration of Interests

Information

There were no conflicts of interest 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 26 November 2024.

Information

The Minutes of the meeting held on 26 November 2024 were considered by the Committee, and no changes had been notified in advance of the meeting.

Decision Approved and/or Action Requested

The Committee approved the Minutes of the 26 November 2024 meeting on the proposal of Joan Peppard and seconded by Martin Sisk.

Agenda Item 5 – Committee Items

Agenda Item 5.1 – Approval of 2025 Committee Workplan

Information

The Executive presented the workplan, outlined the timelines and noted that substantive strategic project updates would be provided under relevant Health Card agenda items.

Decision Approved and/or Action Requested

The Committee agreed to recommend to Council the approval of the Committee’s Workplan for 2025, on the proposal of Richard Hammond and seconded by Joan Peppard.

Agenda Item 5.2 Consideration of outputs of December 2024 Self-Evaluation Exercise

Information

The Chair presented the outcomes of the December 2024 self-evaluation exercise, noting that members identified areas for improvement, particularly in team building for new members. The Chair suggested that members could convene immediately prior to the next meeting to connect and discuss these matters.

Committee members indicated that some training in relation to ICT and cybersecurity would be helpful to assist them in overseeing the implementation of the ICT Strategy. The Executive highlighted that the Council budget includes provisions for training, should members find it beneficial. The Committee suggested that a comprehensive skills assessment of Council be carried out later this year, following the appointment and induction of new Council members, to identify any training needs and provide targeted training accordingly. The Committee emphasised the importance of maintaining a strong focus on the ongoing workplan and strategic projects. The Chair referenced feedback in relation to the meeting from an individual who felt that meetings were rushed and expressed her openness to further feedback from members before or after meetings, as necessary.

Agenda Item 5.3 – Annual Review of Committee Terms of Reference

Information

The Committee reviewed the Terms of Reference and agreed to hold one in-person meeting per year. As was previously discussed, it was decided that the May meeting should be held in person. No changes to the Terms of Reference were deemed necessary at this time.

Decision Approved and/or Action Requested

The Committee reviewed its Terms of Reference and agreed to advise Council that the review had concluded, and no updates were required, on the proposal of Martin Higgins and seconded by Martin Sisk.

Agenda Item 6 – Finance and Support Services

Agenda Item 6.1 – Finance and Support Services Update

Information

The Executive provided an update on several contract extensions, including the proposed 12-month Legal Services contract extension under an OGP framework. It was discussed that the Facilities Management contract required a further 6-month extension, with a business case presented to the Registrar. This extension was necessary due to ongoing general and emergency lighting upgrades, fire remedial works, and the delayed onboarding of the new Facilities Coordinator, whose role will now be included as part of the tender specification. The PSI's Procurement Advisors confirmed that the extension meets the provisions of the public procurement rules (Article 72 of Directive 2014/24/EU) in relation to the modification

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of contracts. The Executive also provided a facilities update, noting changes in key members of the Apleona team and ongoing recruitment for the vacant Contract Manager position. The Executive also confirmed PSI's compliance with treasury management metrics. Additionally, a climate action update was provided, highlighting the completion of an introductory interview with the new Sustainable Energy Authority of Ireland (SEAI) Partner and confirming that PSI is on track to meet its energy goals under the Public Service Climate Action Mandate. The Executive highlighted that there was an ongoing 'Reduce Your Use' campaign and that PSI had received its Display Energy Certificate with a grade of C3. The Executive noted a significant decrease in energy use in December following the building closure over the Christmas period and confirmed that PSI has calculated and paid into the Climate Action Fund to offset air travel.

Agenda Item 6.2 – Approval of the annual review of the Procurement Policy

Information

The Executive presented the proposed updates to the Procurement Policy, which included an update to the section on the 'Commitment to the Environment' to ensure the policy aligns with the Climate Action Roadmap 2024. Additionally, the inclusion of a reference to the recent Circular 09/24 was incorporated which highlights the benefits of using OGP frameworks. Other general revisions were made to improve clarity in sections, such as reporting on contract extensions and providing updated website links to further guidance.

Decision Approved and/or Action Requested

The Committee agreed to recommend to Council the approval of the revised Procurement Policy at its next meeting on the proposal of Joan Peppard and seconded by Richard Hammond.

Agenda Item 6.3 – Approval of the Procurement Plan for 2025

Information

The Committee discussed the Procurement Plan for 2025, noting a high volume of procurement scheduled for the year, particularly towards the end of the year. The Committee was informed that the procurement process for the Irish Institute of Pharmacy, which commenced last year, has failed and PSI has entered a negotiated procedure with the existing provider, necessitating a limited extension of the current contract as the revised model depends on the approval of new statutory rules in relation to CPD. The total timeline for the procurement of Legal Assessors was also discussed, which replaced the previous shorter expression of interest process following an Internal Audit recommendation. The Committee requested that the auditors be provided with an update in relation to the implementation of this recommendation, including costs, delays, risks and benefits of the

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procurement route. The Committee discussed the procurement with regard to the Third Country Qualification Recognition route examinations, and the Executive provided an update on the ongoing review of the Fees Rules.

Decision Approved and/or Action Requested

The Committee agreed to recommend the Procurement Plan for 2025 to Council for approval at its next meeting, as proposed by Martin Higgins and seconded by Joan Peppard.

Agenda Item 6.4 – Overview of Draft Financial Outturn to 31 December 2024

Information

The Committee discussed the Draft Financial Outturn to 31 December 2024, noting that actual pay costs were below budget due to staff turnover. The Chair highlighted potential challenges in the workplan arising from current recruitment gaps. The Committee requested that the Executive compile the full spend in relation to the Organisation Development Project as the project is spanning both 2024 and 2025, with spend allocated to each year.

Agenda Item 6.6 – Health Card: Strategic Financing Review

Information

The Committee discussed the Strategic Financing Review Project and the Core Funding Review, which is scheduled to commence in 2025. The Committee noted the ambitious timelines in order to conclude the project in advance of the peak registration period. The Executive highlighted that included, as part of the tender specification, is the requirement for stakeholder engagement and impact analysis to be completed and also for a review of cost-effectiveness and value for money to be carried out. The Committee agreed that significant engagement with the Committee, Council and wider stakeholders would be required. It was noted that the expectation was that the project would commence in April following the completion of the tender process. The Executive noted that the project may require that the Committee and Council meet outside of scheduled meetings; however, this would be confirmed following discussions with the successful provider and the agreement on project timelines.

Agenda Item 6.7 – Health Card: Climate Action Roadmap

Information

The Climate Action Roadmap Health Card was taken as read by the Committee.

Agenda Item 7 – HR, People and Organisation Development

Agenda Item 7.1 – Workforce Planning and Recruitment Update

Information

The Committee reviewed the Workforce Planning and Recruitment Update. The Chair noted that many current recruitment gaps are pending the outcomes of the Organisation Development Project. The Executive indicated an intention to expedite recruitment once the new organisation structure has been agreed, anticipating a significant recruitment effort in April.

Agenda Item 7.2 – Health Card: HR Strategy Implementation

Information

The HR Strategy and Implementation Health Card was taken as read by the Committee, noting that the project is pending the completion of the Organisational Development Project.

Agenda Item 7.3 – Health Card: Organisation Development Project

Information

The Committee welcomed representatives from Ernst and Young (EY), who presented an update on the Organisation Development Project aimed at reviewing the current operating model and identifying challenges in delivering on the Corporate Strategy 2025-2028. EY conducted a desktop review of the current structure in December 2024, referencing the outputs of the 2021 organisation review, and engaged with all staff through an organisation-wide survey, anchor day session and focus groups. At the beginning of this year, EY collated all of the information, carried out benchmarking analysis, and developed a Current State Assessment Report, which would be shared with all staff. EY highlighted that the next phase of the project involves a strategic workforce review and the development of an operating model implementation roadmap and follow-up actions. Representatives from EY engaged with the Executive Leadership Team and Wider Management Team, identifying strengths such as specialist knowledge and skills, as well as opportunities for improving capacity, administrative support, and individual employee development.

The Committee queried whether significant structural change is likely to come from this project. EY outlined that the current operating model review identified key areas, both large and small, for improvement and that the final report will propose changes to the model and ways of working, and a strategic workforce plan will outline proposed changes and workforce gaps. An implementation roadmap will detail key activities by phase and workstream, with a focus on communication and knowledge transfer to ensure PSI retains critical knowledge. EY noted that PSI teams were highly involved and engaged throughout the process.

Agenda Item 8 – ICT

Agenda Item 8.1 – Penetration Testing and General Cybersecurity Update

Information

The Executive discussed the upcoming penetration testing scheduled for April and the March vulnerability test, which is expected to be completed this week, slightly ahead of schedule, with the report anticipated within the next two weeks. The Executive also discussed the outputs from the Security Operations Centre, which pulls security logs and notifies PSI of any unusual activity. The Committee discussed the current procedure for cybersecurity reporting and the possibility of moving the review to the Audit and Risk Committee. This change would result in strategy updates being presented to the Committee, while cybersecurity updates would be directed to the Audit and Risk Committee. The Chair emphasised that the priority is ensuring the updates are reported, regardless of who is responsible for the reporting.

Agenda Item 8.2 – Health Card: ICT Strategy Implementation

Information

The Committee reviewed the ICT Strategy Implementation Health Card. The Executive noted that assistance from a Committee member might be necessary for the tender evaluation panel of the cloud-based document management system in early April.

Agenda Item 8.3 – Update on NIS2

Information

The Executive advised the Committee that the Department of Health (DoH) had not yet formally written back to the PSI to confirm whether the PSI would become the National Competent Authority (NCA). The Executive informed the Committee that members of the Executive met representatives of the National Cyber Security Centre (NCSC) and were also participating in NCA Forums organised by the NCSC to understand further the extent of the work that may be required. The Executive has requested funding, resources, and confirmation as to whether PSI is being designated an NCA for the pharmacy sector.

Agenda Item 9 – Performance Update

Agenda Item 9.1 – Health Card: Compliance with Public Sector Equality and Human Rights Duty

Information

The Compliance with Public Sector Equality and Human Rights Duty Health Card was taken as read by the Committee, noting that a workshop was held with all staff.

Agenda Item 9.2 - Health Card: Business Transformation Programme

Information

The Executive discussed the Business Transformation Programme Project, noting that Phase 3 was paused. The next steps will involve evaluating alternative options to find a solution within the allocated budget approved by the Council in 2019. Once requirements are agreed a request for a drawdown of funds will be brought to the Committee. The Committee was provided with an update on the delivery of the project to date and of controls in place and informed the Committee that a comprehensive briefing will be provided to the Council at their next meeting. The Committee welcomed the update, noting that phase 2 was delivered on budget.

Agenda Item 9.3 - Update on 2025 Service Plan Project Health Tracker

Information

The Committee reviewed the 2025 Service Plan Health Tracker, noting again that the HR Strategy has not yet commenced, and the Business Transformation Programme is on hold.

Agenda Item 10 – General matters

Agenda Item 10.1 – Areas of focus for next meeting

Information

The Committee discussed the areas of focus for its next meeting with reference to the 2024 Workplan, including a review of the Investment Strategy, which is dependent on the tender process for an Investment Manager being completed, which is currently with a Procurement Advisor, and a more detailed consideration of the Strategic Financing Review Project.

Agenda Item 10.2- Recap of decisions taken at this meeting for Committee Report to Council

Information

The Committee noted the decisions taken at this meeting, including the approval of the Committee's 2025 Workplan, the Committee's Terms of Reference, the updated Procurement Policy and the 2025 Procurement Plan, all to be brought forward to Council.

Meeting Concluded at: 16:18

Signed by:



Chair

12/06/2025

Date






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Final Audit Report

2025-06-12

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