

Minutes

Minutes of Performance and Resources Committee Meeting held on 31 March 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)		No (Apologies)
Mr Mark Jordan (MJ)		Yes
Dr Shane McCarthy (SMC)		No (Apologies)
Members of PSI staff in attendance included:		
Ms Ruth Baily (RB)		
Mr Niall Byrne (NB)		
Mr Brendan Flynn (BF)		
Dr Lorraine Horgan (LH)		
Ms Caroline Murphy (CM)	For Agenda Item 9, 9.1	
Mr Neil Wall (NW)	For Agenda Item 12, 12.1	

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

Agenda Item 2 – Declaration of Conflicts of Interest

Issue
No Conflicts of Interest were declared.

Agenda Item 3 – Approval of Agenda

Issue

It was agreed to suspend the Delta Plus item from the meeting and subsequent meetings. The item will be introduced again when new members are appointed to the Committee or at the request of Committee Members/Staff in regular attendance. The agenda was then approved.

Agenda Item 4 – Approval of Minutes of Committee meeting held on 3 February 2021

Issue

The minutes of the meeting held on 3 February 2021 were considered and agreed.

Decision Approved, and/or Action Requested

The Committee approved the minutes of the 3 February 2021 meeting. The minutes were proposed by Ms Dorothy Donovan and seconded by Mr Mark Jordan.

Agenda Item 5 2021 Work Plan Project

Agenda Item 5.1 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 Committee was advised that the “Go Live” date for the project has been confirmed and is 26 July 2021. Codec, PSI’s digital transformation partner, is currently working on change requests in relation to iterations five and six and once these are completed and released to user acceptance testing (UAT) the project’s RAG status will be tracking green overall once again. The project milestones have been updated and the UAT testing and training dates for all staff have been confirmed for phase one of the project. The Committee noted the good progress of the project particularly in the midst of the pandemic. The Chair noted the Committee’s thanks to the BTP Programme Board.

Agenda Item 6 2021 Work Plan Project

Agenda Item 6.1 Review of assumptions underpinning the Strategic Financing Review

Information

The Committee was updated on the review of the assumptions underpinning the Strategic Financing Review (SFR) carried out by the Executive end March. The document including

Information

the tracked changes to the Council approved assumptions will continue to be revised, updated and circulated for future meetings of the Committee in 2021. The Committee noted that both internal data and external data are reviewed as part of the exercise, for example, the CSO's Retail Sales Index. The analysis into the growth in registration activity over 2020 will be reviewed in advance of the Committee's May meeting. As requested at the February meeting, the Committee noted that the staffing complement number has now been incorporated into the document.

Decision Approved, and/or Action Requested

The updates to the underpinning assumptions for the Strategic Funding Review were approved by the Committee as proposed by Mr Fintan Foy and seconded by Ms Dorothy Donovan.

Agenda Item 6.2 Develop the Strategic Financing Review for PSI – Project Health Card

Information

The Committee was updated on the review of the Strategic Financing Review Project Health Card. The Committee was satisfied with the revised timeframe of 16 July 2021 for the completion of the expenditure analysis and the scenario modelling. This will not impact on the overall delivery of the project but will allow the newly appointed Finance and Operational Performance Manager to become familiar with the organisation and the project. The Committee approved the change.

Decision Approved, and/or Action Requested

The Committee agreed to the revised milestones for the Strategic Financing Review.

Agenda Item 7 2021 Work Plan Project

Agenda Item 7.1 Implement an organisation and people development programme to underpin business transformation – Project Health Card

Information

The Committee was updated on the organisation and people development programme (ODP). BearingPoint has invested considerable time in working with colleagues across the organisation in a consultative way, via 1:1 meetings and team meetings. The Committee was advised that the Target Operating Model (TOM) is almost finalised following intensive work. Working remotely has proved challenging for both PSI and BearingPoint and has slowed the process somewhat but the project, while a little behind schedule, is now in a good place. As part of the project, coaching is being made available to the Executive Leadership Team (ELT). Once the TOM is signed off, BearingPoint will be involved in

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supporting PSI with implementation. Currently the budget for the project is on track and is expected to remain so and also remains within the ceiling approved by Council for this project in September 2019. The Committee recommended that, if necessary, further funds of up to 10% of the overall project cost would be made available for the implementation phase or to provide further organisational supports. Documentation of any additional expenditure requirements of this nature would be presented by the Registrar at the May 2021 meeting. Pending review of relevant documentation, it was agreed that, if required, the Chair would seek Council support within the above context.

Agenda Item 8 Finance

Agenda Item 8.1 Approval of the Management Accounts to 31 January 2021 for submission to Council

Information

The Committee discussed the Management Accounts to 31 January 2021. Any variances in the accounts were noted. The absence of comparator figures for January 2020 in the management accounts was also noted as the first management accounts that were prepared in 2020 were for end February. The Executive reported that it intended to present a high-level year-end forecast along with the end March management accounts at the next Committee meeting.

Decision Approved, and/or Action Requested

The Committee agreed to recommend to Council the approval of the management accounts at its April meeting. The Management Accounts to 31 January were proposed by Mr Fintan Foy and seconded by Ms Dorothy Donovan.

Agenda Item 8.2 Treasury Management Policy

Agenda Item 8.2.1 Update on NTMA Account Opening

Information

The Committee was advised that the NTMA account was opened in early March. The NTMA has advised the Executive that 0% interest rates apply to deposits for periods of up to one year. The Treasury Group will meet shortly to consider what funds will be allocated to the account and for what time-frame. The new NTMA account will assist with the diversification metrics contained in the Treasury Management Policy.

Agenda Item 8.2.2 Quarterly Review of compliance with the Treasury Management Policy (invested funds and policy metrics)

Information

The Committee was updated on the Treasury Management Policy and metrics and noted that the Ulster Bank account is out of line with 42% of funds held in that institution. All other metrics are in line with the policy. The Ulster Bank issue will be resolved now that the NTMA account has been opened.

Agenda Item 8.3 Update on PSI Procurement Plan delivery and contract extensions

Information

The Committee was updated on the PSI Procurement Plan and status of the various competitions currently in train. The Committee requested that a RAG status be applied to the Procurement Plan status update for subsequent reporting.

Currently there are no contract extensions to report to the Committee.

Agenda Item 8.4 Update on PSI Superannuation Scheme 2016

Information

The Committee was updated on the PSI Superannuation Scheme 2016. The Committee was provided with a paper on the status of the scheme outlining its history, current employer contributions and the accounting treatment of the scheme as qualified annually by the external auditors in PSI's financial statements. There was a discussion on the value of having an actuary carrying a valuation on the scheme. It was agreed that there was no immediate value in doing so. It was noted that the Department of Health had begun an information-gathering exercise in relation to these legacy pension schemes mid-2020. It was agreed that the Committee would be briefed annually on the scheme or on an as-needed-basis should anything arise in relation to the scheme. The Committee also made itself available to support the Executive if required in engagement with the DoH regarding resolution of this ongoing issue.

Agenda Item 9 Disciplinary Committees

Agenda Item 9.1 Disciplinary Committee Reappointments

Issue

The Committee was asked to recommend the reappointment of one member, Mr Hugo Bonar to the Preliminary Proceedings Committee (PPC). Mr Bonar is currently a Council member and has served three years on the PPC. His term is due to expire on 20 June 21 when his term on Council expires, but he is eligible for reappointment from the Reserve

Issue

Panel for the Disciplinary Committees which was established following an independent public Expression of Interest process through which Mr Bonar applied, and was successful. In line with previous Council decisions, a further term of just under five years would bring Mr Bonar up to the maximum term of eight years from the date of his initial appointment to the PPC on 10 April 2018. The chair of the PPC has agreed to the reappointment. The Committee was asked to recommend the reappointment of one member, Mr Tadhg Cleary MPSI to the Health Committee (HC). Mr Cleary has served five years on the Committee and his term is due to expire on 19 May 2021. A further three year term would bring him up to the maximum term of eight years. The chair of the HC has agreed to the reappointment.

Decision Approved, and/or Action Requested

The Committee agreed to recommend to Council at its meeting on 22 April 2021 next, the reappointment of Mr Hugo Bonar to the PPC when his current term expires, for a further term of just under 5 years until 09 April 2026. Proposed by Ms Dorothy Donovan, seconded by Mr Mark Jordan.

The Committee agreed to recommend to Council at its meeting on 22 April 2021 next, the reappointment of Mr Tadhg Cleary MPSI to the HC when his current term expires, for a further term of 3 years until 19 May 2024. Proposed by Mr Fintan Foy, seconded by Mr Mark Jordan.

Agenda Item 10 Staffing and Recruitment matters

Agenda Item 10.1 Workforce Planning and Recruitment Update

Information

The Committee was advised on the recruitment activity currently in train. The Committee was updated on one new appointment since the last meeting and one competition currently in train which is at the interview stage. The Committee was also updated on posts where business cases have been submitted to the Department and where business cases are being developed along with two backfill roles. The Committee was also updated on roles which will be submitted once the new target operating model is agreed.

Agenda Item 10.2 Review of New Employee Handbook

Information

The Committee was advised on the progress of the new PSI staff handbook. Almost all HR policies have now been updated or developed. The recruitment policy remains outstanding. While an emergency working from home policy is in place, work in 2021 will

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be required a new working from home policy. The handbook will be circulated to the Committee prior to the May meeting and will then go to the Council's June meeting.

Agenda Item 11 Service Plan Performance

Agenda Item 11.1 Review of Service Plan Project Health Tracker

Information

The Committee was updated on the current status of the progress of the Service Plan for 2021. The Committee was advised the milestones and resourcing for the projects have been put in place. It was noted that the projects are largely running to plan with some projects trending amber but no concern overall for their delivery. The Committee noted the work completed in the circumstances of the pandemic - in particular the work around vaccination.

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. The PSI will resubmit for EFQM accreditation in 2022. The transition to working from home and the resilience of the organisation during the pandemic will feed into the submission. A small working group will be constituted to progress the submission later in 2021.

Agenda Item 11.3 Develop and commence delivery of a new HR Strategy 2021-2023

Information

The Committee was advised that a new HR Strategy is being developed to help underpin the new PSI Strategy. The milestone around development of facilitation skills was noted as being of considerable organisational benefit.

Agenda Item 11.4 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 reminded that the procurement of the new PSI website had been on hold during 2020. The tendering process for the website is being re-activated and the

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project is a key priority for 2021. The Chair noted that members of Committee or the Council may wish to offer their experience in website content development and to engage with the Executive on the project.

Agenda Item 12 IT Updates

Agenda Item 12.1 Cybersecurity update

Information

The Committee was updated on cybersecurity and the additional measures in place now that staff are working from home. Ward Solutions are conducting a vulnerability assessment and will report next month. Phishing tests and training is continuing for all staff.

Following discussion, the IT manager will bring some real world examples to the Committee at the next meeting as to how organisations can be infiltrated, why security is so important and how the multiple levels of security the PSI has in place help to protect the organisation.

Agenda Item 13 General Matters

Agenda Item 13.1 Areas of focus for next meeting

Information

The final draft of the employee handbook should be available to present to the Committee before going to the Council meeting in June. There will also be a high-level financial forecast to end 2021 as part of the end March management accounts. The Committee will also review the revised PSI Treasury Management Policy.

Agenda Item 14. Close of meeting and Plus-Delta

The meeting concluded at: 11.50hrs

There was no Plus-Delta poll administered at the conclusion of this meeting.

Summary of Decisions taken at this Meeting

Information

- Approval of Minutes of 3 February 2021 Committee meeting.
- Approval of Management Accounts to 31 January 2021 for submission to Council.
- Reappointment to Disciplinary Committees (Preliminary Proceedings Committee and Health Committee) for submission to Council.

The meeting concluded at: 11.50hrs

Signed by:

Chair

Date