



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

HSE Audit & Risk Committee Meeting

Minutes

A meeting of the HSE Audit & Risk Committee was held on **Wednesday 22nd September 2021** at 14:45 via videoconference.

Members Present: Brendan Lenihan (Vice Chair), Fergus Finlay, Pat Kirwan, Colm Campbell, Martin Pitt.

Apologies: Ann Markey

HSE Executive Attendance: Patrick Lynch (ND Governance and Risk), Stephen Mulvany (CFO) (from item 3), Mairead Dolan (ACFO), Geraldine Smith (ND Internal Audit), Dean Sullivan (CSO) (from item 3), Jim Curran (ND Capital and Estates) (from item 3), Paul De Freine (Chief Architectural Advisor) (from item 3), Dara Purcell (Corporate Secretary), Hannah Barnes, Jaymie Crone.

Minutes reflect the order in which items were considered and are numbered in accordance with the original agenda.

1. Governance and Administration

1.1 Welcome and Introductions

The Vice Chair welcomed Committee members to the meeting.

1.2 Declarations of Interest

No conflicts of interest were declared.

2. Risk Management

2.1 General Risk Update and 2.2 CRR Q2 2021 Report

The ND Governance and Risk updated on the corporate risk workshop on the 15th September, where the EMT reviewed the current risks on the Corporate Risk Register as well as identifying potential new risks. The Committee noted that work will continue to develop these risks over the coming weeks.

The National Director advised the ARC that the Draft National Risk Assessment for Ireland was recently published. It was agreed that he would circulate a copy to the Committee for information.

The National Director provided an update on the EMT discussion on the draft Risk Appetite Statement. It was noted that the process is an important piece of work requiring lots of input and the Committee requested that this work should be concluded before the end of 2021.

The ND Governance and Risk provided an update on the recruitment of the new risk posts. The Committee noted the criticality of the risk function being established and it was agreed that the ND Governance and Risk should seek clarification from the CFO that the funding for remaining risk posts approved under the NSP 2021, where the recruitment process has not been concluded in 2021 will be carried forward into 2022.

The Committee were advised that the EMT approved the Q2 2021 Corporate Risk Register Report at their meeting on the 7th September 2021. The review of the Q2 report was due to take place in July but the review meeting had to be deferred. The Committee provided the ND Governance and Risk with advices on the Q2 2021 CRR Report which will be communicated to the Corporate Risk Support Team as part of the Q3 2021 risk review process currently underway.

The ND Governance and Risk advised the Committee of the EU's proposed Directive on the Resilience of Critical Entities and that this would place significant responsibilities on the health service. The Committee requested that the ND Governance and Risk provide a short briefing paper on the Directive at the next ARC meeting.

Actions:

- The Committee requested that the ND Governance and Risk provide a short briefing paper on the EU Directive on the Resilience of Critical Entities to the ARC at its next meeting
- It was agreed that the ND Governance and Risk would circulate the Draft National Risk Assessment for Ireland to the Committee.
- the ND Governance and Risk would write to the CFO seeking assurance that the funding for remaining risk posts approved under the NSP 2021, where the recruitment process has not been concluded in 2021 will be carried forward into 2022.

3. Capital

3.1 Property Strategy

The CSO assisted by the ND Capital and Estates and the Chief Architectural Advisor briefed the Committee on the Development of a HSE Property Strategy. The CSO informed the Committee of the essential enabling role that capital infrastructure has in the delivery of healthcare services to the

population of Ireland, noting that the HSE has a very large portfolio of property across Ireland, with over 4.5k properties across 2.5k locations as well as being one of the biggest energy consumers in the country. The Committee were advised of the challenges that exist in relation to the legacy of the HSE estate to ensure that facilities and properties are fit for purpose and in the correct location to deliver high-quality healthcare services now and into the future. The Committee noted the scope and the purpose of the property strategy to ensure that the key goals for the HSE's estate are clearly set out and met. In response to queries the CSO advised the Committee that critical infrastructure will be identified as well as a list of potential property types for disposal. Discussion around operational resourcing for the estates division took place and the Head of Estates welcomed the opportunity to provide a full resourcing schedule for the division to the Committee. The CSO agreed to provide a further update on the development of the property strategy before the end of the year.

Actions:

- The Head of Estates agreed to provide a full resourcing schedule for the division to the Committee.
- The CSO agreed to provide a further update on the development of the property strategy before the end of the year.

3.2 Capital Plan 2022

The CSO provided a verbal update to the Committee on the work progressing on the development of the Capital Plan 2022. Prioritisation work is underway to assess capital projects taking account of government Healthcare priorities and strategies, service risks and other factors. The Committee were advised that there are a number of challenges due to the spend on essential projects such as the Children's Hospital project. It was noted that negotiations are ongoing with the Department. A further update will be brought to the Committee.

4. Properties / Contracts

4.1 Primary Care Centres Location and Approval assessment

The CSO spoke to the papers on the Primary Care Centres Location and Approval Assessment which were circulated in advance of the Committee meeting. The Committee acknowledged the progress that had been made since their last briefing on the item and noted that the item would now need to be brought to the attention of the Board to provide a briefing and recommendation on the Primary Care Centres that are currently operational or in development. This assessment has now been completed in terms of both establishing whether the appropriate approvals are in place for PCCs which are operational, in progress or planned and more generally considering the extent to which there is adequate PCC coverage across the country. This process has identified that 10 of the primary care

centres within the 292 total which are operational or being progressed were not previously approved by the HSE Board. These include 4 locations that are replacements for previously approved locations. A further 37 primary care locations require approval for changes made subsequent to their initial Board approval (ie: size and/or rental cost). This gives a total of 47 primary care centre developments for which additional approval is now required and sought from the Board. The CSO agreed to update the Primary Care Centres Location and Approval Assessment briefing paper with some minor amendments suggested by the Committee.

The Committee agreed to recommend to the HSE Board for approval the 47 primary care centres identified in the assessment. The Committee also agreed to recommend that the Board approves the scoping of a more comprehensive review of future primary care centre requirements taking account of geographical coverage, population need, service requirements and other relevant factors.

Actions:

- The CSO agreed to update the Primary Care Centres Location and Approval Assessment briefing paper with some minor amendments suggested by the Committee.

4.2 Approvals for pre-Screening

The CSO and the ND Capital and Estates presented four proposed lease acquisitions each for a nominal value of €10 or below and one contract award for a value over €12m. The Committee considered the proposed transactions and the reasons outlined in the briefing papers circulated in advance of the Committee meeting.

The Committee agreed to recommend to the HSE Board for approval all of the proposed transactions. The Committee requested that some minor updates are added to the proposed contract briefing paper for the Board's information.

4 AOB

The meeting concluded at 16:55.

Signed: *Ann Markey*

A/Chairperson

08/10/21

Date