



Redacted minutes of the hybrid meeting of the Board of the Nursing and Midwifery Board of Ireland (NMBI) held on Tuesday, 25 November 2025 starting at 11.30hrs.

### **Members present in person**

Dr Louise Kavanagh McBride, President of NMBI  
Ms Áine Lynch, Vice President of NMBI  
Ms Mary Leahy  
Ms Muireann Ní Shúilleabháin  
Mr John Horan  
Ms Somy Thomas  
Dr Aileen Lynch  
Ms Mittu Alungal  
Dr Lydia Buckley  
Ms Anne Marie Duffy

### **Members attending online**

Ms Louise Collins  
Mr Ray Dolan  
Mr Terry McGonigal  
Dr Conan McKenna  
Dr Gráinne Gaffney  
Ms Niamh Murphy  
Ms Marie Lavelle

### **In attendance**

Ms Carolyn Donohoe, Interim CEO  
Ms Kathyann Barrett, Head of Operations  
Dr Ray Healy, Director of Registration  
Dr Karn Cliffe, Director of Midwifery  
Ms Lorraine Clarke-Bishop, Interim Director of Education, Policy and Standards  
Ms Yvonne Kennedy, Interim Director of Fitness to Practise  
Ms Terri Raftery, Head of Digitisation  
Ms Majella O'Doherty, Communications Manager  
Mr David Cassidy, Finance Manager  
Ms Angela Walsh, Fitness to Practise Case Officer  
Ms Orla Coady, Governance and Secretariat Manager

### **Item 1 – Apologies and conflicts of interest**



- 1.1 Apologies were received from Prof Nadine Farah, Mr Mark Johnston, Dr Margaret Murphy, Ms Kate O'Halloran and Ms Sonia Shortt.
- 1.2 The President reminded Board members of the provisions of the conflict-of-interest policy. The President then asked Board members to review the agenda to identify any conflicts of interest.

The President reminded members that matters discussed during this meeting were to remain confidential to Board members and attendees.

## **Item 2 – Election of President of the Board of NMBI**

- 2.1 On 3 November 2025, an email was sent to the Board inviting members who hold current registration with NMBI as a nurse and/or midwife to self-nominate for the role of President. Members who were not registrants, or who did not wish to be nominated, could instead nominate another Board member provided that that member had given prior agreement. The deadline for receipt of nominations was 5.00pm on Thursday, 13 November 2025.

Two members were nominated; Áine Lynch and Gráinne Gaffney. In accordance with the procedures approved by the Board, each nominee was invited to give a brief presentation setting out their suitability for the role.

Following the presentations, voting was opened. At the conclusion of voting, the results were automatically tallied via Microsoft Forms and verified by the CEO and the Board Secretary. The number of votes for each nominee was shared with the Board by the CEO.

- Decision** Pursuant to paragraph 13(1) of the Schedule to the Nurses and Midwives Act 2011 (as amended), Áine Lynch was deemed elected with effect from 15 January 2026, being the day after the current President's term of office ended. Ms Lynch's term as President would be until 14 January 2029, the last day of her term of office on the Board.

Following the announcement of the result, the newly elected President thanked Board members for their support. Board members extended their congratulations to Ms Lynch on her election.

The Board Secretary advised the Board that the election of a Vice President would take place at the Board meeting on 27 January 2026. Nominations would be sought early in the New Year.

## **Item 3 – President's update**

- 3.1 President's update



The President drew the Board’s attention to the report, which had been circulated to members in advance of the meeting. The report listed the activities and events the President had been involved in during October and November, and correspondence received and sent. The Board noted, in particular, the letter sent to former President of Ireland, Michael D Higgins, at the end of his term of office, and the acknowledgement received.

The President updated the Board on the inaugural Irish Interprofessional Healthcare Regulatory Symposium which NMBI had hosted on 21 November 2025. This had been an initiative of the President as she prepared to leave office and was intended to serve as a lasting contribution to her work with NMBI. The symposium on 21 November had been a great success with representatives from the other health regulators attending – the Medical Council, the Pharmaceutical Society of Ireland, CORU and the Dental Council. The Department of Health was also well represented. A detailed report of the event would be prepared by the Executive and would include the themes which had emerged during the day’s discussions and a proposed plan of action.

#### **Item 4 – CEO’s update**

##### **4.1**      CEO report

The Board noted the CEO report, incorporating the directorate reports, which had been circulated to members in advance of the meeting.

**Action**      A brief report on the key insights from the FTP conference would be presented to the Board at its next meeting.

**Action**      The Data Protection Officer to present a report to the Board in Q1 2026 on strategic oversight in relation to data protection, including how NMBI monitors risks, ensures accountability and maintains strong data-protection policies and controls.

#### **Item 5 – Business, Strategy and Finance**

The Finance Manager, Mr David Cassidy, joined the meeting.

##### **5.1**      NMBI Digital Staff Handbook 2025

The Board considered the briefing paper and Staff Handbook which had been circulated to members in advance of the meeting.

The Handbook had been comprehensively revised to take into consideration recommendations from the HR audit, feedback from the Business, Strategy and



Finance Committee, current legislation, circulars and HR best practice. The Handbook had been modernised and was now a digital, living document with embedded links to a central repository of HR policies and forms on SharePoint.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee subject to incorporating minor feedback regarding the inclusion of a sustainability statement and a contact details page.

## 5.2 Statement of Strategy (SOS) 2026-2029

### 5.2.1 *Update on the development of SOS 2026-2029*

The Board noted the briefing paper which had been circulated to members in advance of the meeting and which provided a status update on the development of the SOS 2026-2029.

The Head of Operations then gave a presentation on the development of the SOS 2026-2029, highlighting the following points:

**Public consultation:** Over 150 responses received. The priorities of the SOS were not challenged but respondents called for more detail and metrics.

**Next steps:** Once approved by the Board, the SOS would be designed and copy-edited before being submitted to the Minister for Health.

### 5.2.2 *SOS 2026-2029*

The Board considered the draft SOS 2026-2029 which had been circulated to members in advance of the meeting.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee and approved the SOS 2026-2029 subject to the inclusion of the feedback from the Board. Once the Word version had been designed and copy-edited, it would be submitted to the Minister for Health pursuant to section 18 of the Nurses and Midwives Act 2011 (as amended).

## 5.3 Finance

### 6.3.1 *Management accounts – August and September 2025 including end-of-year forecast*

The Board considered the management accounts for August and September 2025 including end-of-year forecast which had been circulated to members in advance of the meeting.



The Chair of the Business, Strategy and Finance Committee advised the Board that the Committee had requested a deep-dive analysis of NMBI's expenditure and cost profiles over the last three years. The report on this analysis would be presented to the Committee in the first quarter of 2026.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee and approved the management accounts for August and September 2025 including the end-of-year forecast.

#### 5.3.2 *Budget 2026*

The Board considered the budget for 2026 which had been circulated to members in advance of the meeting.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee and approved the budget for 2026.

#### 5.3.3 *Travel budget 2026*

The Board considered the briefing document which had been circulated to members in advance of the meeting.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee and approved the budget for members of the Board and the NMBI staff for foreign travel in 2026.

#### 5.3.4 *New deposit accounts*

The Board noted the briefing document which had been circulated to members in advance of the meeting.

#### 5.3.4 *Finance Policies document*

The Board considered the briefing document which had been circulated to members in advance of the meeting and which detailed proposed updates to NMBI's Finance Policies document.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee and approved the proposed updates.

The Finance Manager left the meeting.

Ms Collins left the meeting.

Mr Dolan joined the meeting.



## 5.4 Procurement

### 5.4.1 *Procurement Handbook*

The Board considered the Procurement Handbook which had been circulated to members in advance of the meeting. The handbook had been revised to incorporate recent policy updates and address recommendations identified during the latest audit reviews.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee and approved the revised handbook.

### 5.4.2 *Contract award approval thresholds*

The Board considered the briefing document which had been circulated to members in advance of the meeting. A review of the current contract award approval thresholds had been conducted at the request of the Business, Strategy and Finance Committee with a view to assessing whether these thresholds remained appropriate.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee and approved revisions A and B as set out in the briefing document. The Board accepted the recommendation of the Business, Strategy and Finance Committee and approved Option 2 of C.

### 5.4.3 *ICT managed services contract: procurement update*

The Board noted the update from the Head of Operations in relation to this item.

### 5.4.4 *Procurement of desktop review services for medication management guidance*

The Board noted the briefing document and evaluation report which had been circulated to members in advance of the meeting.

The Board noted that the contract had been awarded as set out in the briefing document.

### 5.4.5 *Procurement of services of a Learning Management System (LMS) to host eLearning*

The Board noted the briefing document and evaluation report which had been circulated to members in advance of the meeting.



The Board noted that the contracts had been awarded as set out in the briefing document.

#### 5.4.6 *Procurement of Microsoft solution renewals and associated services*

The Board considered the briefing document and evaluation report which had been circulated to members in advance of the meeting.

**Decision** The Board accepted the recommendation of the Business, Strategy and Finance Committee and agreed that the contract be awarded as set out in the briefing document.

#### 5.5 Comms

The Communications Manager, Ms O’Doherty, joined the meeting.

##### 5.5.1 *Review of Comms strategy 2025*

The Board noted the briefing paper and presentation which had been circulated to members in advance of the meeting and which provided an update on progress against the Comms strategy for 2025.

##### 5.5.2 *Annual retention fee (ARF) comms plan 2026*

The Board noted the briefing paper which had been circulated to members in advance of the meeting and which set out the communications plan for the annual registration renewal process in 2026.

The Communications Manager left the meeting.

#### 5.6 Objectives and key indicators

##### 5.6.1 *Objectives and key indicators report*

The Board noted the briefing paper and the report on key indicators which had been circulated to members in advance of the meeting.

##### 5.6.2 *Update on Registration KPIs*

The Board noted the briefing paper on Registration KPIs which had been circulated to members in advance of the meeting.

#### 5.7 Board membership



The Board noted the briefing document which had been circulated to members in advance of the meeting and which detailed current and upcoming vacancies on the Board.

Ms Collins returned to the meeting during this item.

## **Item 6 – MyNMBI Project**

The Head of Digitisation, Ms Terry Raftery, joined the meeting.

### **6.1 NextGen Next Gen project update**

The Head of Digitisation updated the Board on the progress of project, details of which had been circulated in advance of the meeting.

The Head of Digitisation left the meeting.

## **Item 7 – Registration**

### **7.1 Re-appointment of non-Board members to the Registration Committee**

The Board considered the briefing paper which had been circulated to members in advance of the meeting.

**Decision** The Board agreed to re-appoint the following two non-Board members to the Registration Committee for a period of three years each:

- Clare Lewis
- Sinead Quinn

### **7.2 Annual retention fee (ARF) update**

The Director of Registration provided a brief verbal update on the annual renewal process so far.

## **Item 8 – Audit and Risk**

### **8.1 Corporate Risk Register**

The Board considered the briefing note and report which had been circulated to members in advance of the meeting.

**Decision** The Board accepted the recommendation of the Audit and Risk Committee and approved the updated Corporate Risk Register.



The Chair of the Audit and Risk Committee, Mr Horan, thanked the members of the Executive for their work throughout the year and also expressed his thanks to the non-Board members on the Committee for their invaluable contribution.

## Item 9 – Education, Policy and Standards

Ms Lorraine Clarke-Bishop, Interim Director of Education, Policy and Standards and Dr Karn Cliffe, Director of Midwifery joined the meeting.

### 9.1 Re-appointment of non-Board members to the Education, Training and Standards Committee

The Board considered the briefing paper which had been circulated to members in advance of the meeting.

**Decision** The Board agreed to re-appoint non-Board member, Judy McEntee to the Education, Training and Standards Committee for a period of three years.

### 9.2 Programme for approval

#### 9.2.1 *South East Technical University (SETU)*

The Board noted that the following programme had been considered by the Education, Training and Standards Committee at its meeting on 13 November 2025 and was recommended for approval by the Committee:

- Certificate in Clinical Pre-Assessment for Nurses and Midwives

**Decision** In accordance with section 85(2) of the Nurses and Midwives Act 2011, as amended, the Board accepted the recommendation of the Education, Training and Standards Committee and agreed that SETU be approved to provide the above programme for a period of five years or until the next site visit as an allied healthcare provider site of SETU, whichever was soonest.

### 9.3 Guidance for registered general nurses who perform non-surgical aesthetic and cosmetic procedures

The Board considered the briefing paper and draft guidance document which had been circulated to members in advance of the meeting. The guidance document had been developed to support registered general nurses who perform non-surgical aesthetic and cosmetic procedures.

**Decision** The Board accepted the recommendation of the Education, Training and Standards Committee and approved the guidance document. The approved guidance document would now be published on NMBI's website.



#### 9.4 Briefing on Hibernian College site inspection

The Board noted the briefing paper which had been circulated to members in advance of the meeting.

Ms Clarke-Bishop and Dr Cliffe left the meeting.

### **Item 10 – Fitness to Practice**

Ms Yvonne Kennedy, Interim Director of Fitness to Practise, Ms Angela Walsh, Fitness to Practise Case Officer, and members of the Fitness to Practise Department joined the meeting.

#### 10.1 Establishment of a health committee

The Board noted the briefing paper and report on the establishment of a health committee which had been circulated to members in advance of the meeting.

**Action** The Executive to bring a proposal to the Business, Strategy and Finance Committee and the Board in January 2026 regarding the setting up of a steering group which would explore what a health committee would look like and how it would function.

Ms Walsh and members of the FTP Department left the meeting.

#### 10.2 Review of inquiry panel firms' performance

The Board noted the reports of the audit of the panel firms' performance which had been circulated to members in advance of the meeting.

#### 10.3 Reports

##### 10.3.1 *Section 58 orders/undertakings*

The Board noted the report which had been circulated to members in advance of the meeting and which set out details of registrants who were subject to section 58 orders/undertakings to the High Court and undertakings to the Board.

##### 10.3.2 *Conditions report*

The Board noted the update report which had been circulated to members in advance of the meeting. The report gave details of registrants who were subject



to conditions which were imposed following fitness to practise proceedings and which were confirmed by the High Court.

### 10.3.3 *Undertakings report*

The Board noted the update report which had been circulated to members in advance of the meeting. The report gave details of undertakings given under section 65 and section 57A of the Nurses and Midwives Act 2011 (as amended).

## **Item 11 – Minutes and actions of previous meetings**

### 11.1 Minutes of previous meetings

#### 11.1.1 *Minutes of the meeting of 23 September 2025*

The Board considered the minutes of the meeting of 23 September 2025 which had previously been circulated to members.

**Decision** The Board approved the minutes of the meeting of the 23 September 2025.

#### 11.1.2 *Minutes of the meeting of 24 September 2025*

The Board considered the minutes of the meeting of 24 September 2025 which had previously been circulated to members.

**Decision** The Board approved the minutes of the meeting of the 24 September 2025.

#### 11.1.3 *Minutes of the meeting of 15 October 2025*

The Board considered the minutes of the meeting of 15 October 2025 which had previously been circulated to members.

**Decision** The Board approved the minutes of the meeting of the 15 October 2025.

#### 11.1.4 *Minutes of the meeting of 22 October 2025*

The Board considered the minutes of the meeting of 22 October 2025 which had previously been circulated to members.

**Decision** The Board approved the minutes of the meeting of the 22 October 2025.

### 11.2 Actions and matters arising from previous meetings



The Board noted that the action list had not been circulated in advance of the meeting. This would be circulated to Board members by email after the meeting and uploaded to Admincontrol.

**Item 12 – Any other business**

There were no other matters for discussion.

There being no further matters for consideration the meeting ended at 17.15hrs.