

**NATIONAL PAEDIATRIC HOSPITAL DEVELOPMENT BOARD  
("NPHDB" or the "Board")**

**Minutes of the NPHDB Board Meeting held on 1 November 2017  
from 16.00 to 18.30**

**Herberton Boardroom, St. James Walk, Rialto, Dublin 8**

**Attendance (Board)**

Tim Bouchier-Hayes (Chairman)  
Anne Butler  
John Cole  
Brian Fitzgerald  
Prof. Hilary Hoey  
Karl Kent  
John Martin  
Marguerite Sayers

**Attendance (Other)**

Norman Craig, Commercial Advisor  
Dr Emma Curtis, Medical Director  
Phelim Devine, Design Director  
Jim Farragher, Finance Officer  
Richard Fitzpatrick, Director Project Controls  
Vivienne Feaheny, On behalf of The Secretarial  
Company Limited –  
Board Secretary  
Jonathan Ennis, On behalf of The Secretarial  
Company Limited –  
Board Secretary  
John Pollock, Project Director  
Michael Greene, Construction Director  
Declan Homes, Commercial Director  
Neil Vaughan, Project Controls Manager

**Apologies**

Tom Costello  
Lorcan Birthistle  
Paul Quinn  
Liam Woods

Agenda No.	Specific Issues/Decisions	Action By
<b>1</b>	<b>GOVERNANCE</b>	
<b>1.1</b>	<b>Quorum &amp; Chairman</b>	
	<ul style="list-style-type: none"> <li>It was noted that a quorum, being 5 Board Members, was present and the meeting proceeded to business.</li> </ul>	N/A
	<ul style="list-style-type: none"> <li>In the absence of Tom Costello (Chairman), Tim Bouchier-Hayes (Vice-Chairman) was appointed to chair the meeting.</li> </ul>	N/A
<b>1.2</b>	<b>Declarations of Interest or Conflicts</b>	
	<ul style="list-style-type: none"> <li>Following enquiry, it was noted that there were no new declarations of interest or conflicts to be declared.</li> </ul>	Noted
<b>2</b>	<b>PREVIOUS MINUTES</b>	
<b>2.1</b>	<b>Minutes of Previous Board Meeting</b>	
	<ul style="list-style-type: none"> <li>The Minutes of the previous meeting held on 4 October 2017 were approved and Tim Bouchier-Hayes was authorised to sign them.</li> </ul>	Approved
<b>2.2</b>	<b>Review of Matters arising</b>	
	<ul style="list-style-type: none"> <li>The Chairman reviewed the current actions on the action list. Updates were provided and noted on the action list. The following actions were reviewed in additional detail.</li> <li>Action 49: the Board noted that final draft terms of reference ("<b>TORS</b>") for the Committees had been circulated in advance of the meeting and would be tabled for discussion as part of agenda item 3.2.</li> <li>Action Nos 52 &amp; 54 (linked to action items 62 &amp; 63): it was noted that these matters would be discussed as part of agenda item 3.1 (ii).</li> <li>Action No 57: it was noted that an update would be provided as part of agenda item 3.1 (i).</li> <li>Action 60: the Board were informed that the results of the</li> </ul>	<p>Noted</p> <p>Update to Action 49</p> <p>Update to Actions 52 &amp; 54</p> <p>Update to Action 57</p> <p>Noted</p>

<b>Agenda No.</b>	<b>Specific Issues/Decisions</b>	<b>Action By</b>
	<p>Board skills review and self-evaluation survey will be presented at the December meeting.</p> <ul style="list-style-type: none"> <li>• Action 61: the Board were informed that the Design Team had set up an appointment with BAM, the reference building was the Trinity Bio Science building on Pearse Street with 'flamed finish' on the granite and that an update would be provided at the December meeting.</li> <li>• Action Nos 62 &amp; 63 (linked to action items 52 &amp; 54 above): it was noted that these matters would be discussed as part of agenda item 3.1 (ii).</li> <li>• Action 64: it was noted that a progress update in relation to the overall budget for equipping costs would be provided to the Board at the December meeting.</li> <li>• Action 65: it was noted that the Chairman would provide an update at the December Board meeting.</li> </ul>	<p>Update to Action 61</p> <p>Update to Actions 62 &amp; 63</p> <p>Update to Action 64</p> <p>Update to Action 65</p>
<b>3</b>	<b>SI REMIT</b>	
<b>3.1</b>	<b>Monthly Project Update</b>	
	<ul style="list-style-type: none"> <li>• The Board noted the October 2017 Project Update, which had been circulated in advance. The Project Director provided further detail to the Board on the following specific matters:</li> <li>• The name of the hospital "Phoenix Children's Hospital" had been publicly announced in the week preceding the Meeting. The Board noted that the name had been selected following nine months of consultation at the three children's hospitals and the CHG, which included over 300 submissions and steering groups comprised of staff, children and parents.</li> <li>• On 23 October 2017, an Taoiseach Leo Varadkar and Minister for Health Simon Harris "turned the sod" on the new paediatric outpatients and urgent care centre at Connolly Hospital.</li> <li>• On 25 October 2017, Enterprise Ireland in association with the Board and its contractors (BAM, Jones and Mercury) hosted a very successful "Meet the Buyer" event, with over 200 companies in attendance.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

Agenda No.	Specific Issues/Decisions	Action By
	<ul style="list-style-type: none"> <li>• The Project Director also informed the Board of the HTSS Steering meeting held on 27 October 2017 to progress with the development of the MES business case. The Project Director noted that the meeting had been chaired by the Department of Health.</li> <li>• The Project Director noted that the 'NPHDB Top 5 Risks' were: (i) GMP Programme; (ii) GMP Budget and delivery of Value Engineering; (iii) GMP Approvals; (iv) HSE Funding for 2018; and (v) Approvals process timeline for MES Business Case. In relation to (v) it was noted that a decision regarding the MES Business Case would be required by the end of April 2018, failing which traditional procurement procedures would need to be pursued.</li> </ul>	<p>Noted</p> <p>Noted</p>
<i>(i) Design/Planning Update including Fire Appeal</i>		
	<ul style="list-style-type: none"> <li>• The Board noted the contents of the design &amp; planning report presented to the meeting.</li> <li>• The Board were provided with a breakdown of the recent 4:3 majority decision of An Bord Pleanála regarding the Board's appeal of 3 conditions included in the fire safety certificate issued for the development by the Dublin Fire Brigade and the early estimate of costs, and that further engagement will be required with DCC Fire Services.</li> <li>• The Board were informed of the consequential need to prepare and submit an amending fire cert application to DCC and to meet the fire officer. In terms of timeframe, it was noted that this application would be submitted in early 2018.</li> <li>• It was noted that art submissions for the development had been made and 7 shortlisted. The quality of submissions was generally very good but further engagement with the artists would be required.</li> <li>• The Board were provided with an update regarding the derogation sign-off of the clinical designs of the development. It was noted that in October 2017 the Design Team had concluded its review of all designs for the 5,200 rooms of the development. It was further noted that of the 5,200 rooms, there were originally 77 health building notes ('HBN')</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Action No 66</p> <p>Noted</p> <p>Noted</p>

Agenda No.	Specific Issues/Decisions	Action By
	<p>derogations which had now been reduced to just 2 HBN derogations for all 5,200 rooms. It was further noted that the health planners had assessed that the derogations are acceptable. The Board noted that the development designs will be signed off by the CHG Board on 10 November 2017. The Board noted that this marked an important milestone in the development.</p> <ul style="list-style-type: none"> <li>• It was further noted that the first MEP packages had been presented to the 2 subcontractors in October 2017 and the feed-back had been very encouraging from BAM and the 2 subcontractors in terms of the quality of the information provided.</li> <li>• It was noted that "mock-ups" of the inpatient rooms (ensuite) and assessment rooms will be prepared by May 2018 to provide a benchmark to BAM and the 2 subcontractors of the finishing standards expected to be delivered. The Board emphasised the importance of delivering on both the quality of the project and vision for the project.</li> <li>• It was noted that art submissions for the development had been made to the Design Committee on 31 October 2017 from which 7 submissions had been shortlisted with an estimated cost. It was noted that the development of the art would commence once funding had been allocated for that purpose.</li> <li>• It was noted that there would be a short presentation to the Board of the samples of the art submissions at the December meeting.</li> <li>• John Cole noted his concern that budgetary pressure may compromise on the quality of design in certain key areas such as the concourse. Proposed strategy is to identify the areas and closer to GMP ring fencing a sum to protect the design quality.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Action No 67</p> <p>Noted</p>
<i>(ii) Construction Update / Controls and KPIs</i>		
	<ul style="list-style-type: none"> <li>• The Construction Director provided an update on progress of the main construction works since the last Board meeting which centred on: (a) excavation works and (b) piling.</li> <li>• (a) Excavation works: had temporarily slowed pending</li> </ul>	<p>Noted</p> <p>Noted</p>

Agenda No.	Specific Issues/Decisions	Action By
	<p>agreement on removal of the category A material, expected to be agreed in the week following the meeting. It was noted that any lost time was capable of recovery.</p> <ul style="list-style-type: none"> <li>• (b) Piling: foundations to the South Circular road had been discovered at the south western section of the site which have to be removed and a large water main which required diversion in order for piling to resume in these sections of the site. Any impacts will need to be examined but any time lost in addressing such issues was capable of recovery.</li> <li>• A 'Construction Dash Board Report' dated October 2017 was circulated to the Board. This included various KPI's related to Health &amp; Safety, Environmental, earthworks, piling, design packages etc. It was noted that there was 8,456 man hours on site in October, with an average number of 84 personnel on site with zero health and safety incidents on site. It was noted that the utility tunnel piling directly opposite ORA was substantially complete. It was further noted that a briefing note had been issued to local residents in respect to the piling adjacent to Cameron Square which will commence in November. It was also noted that noise levels were being monitored on a 24 hour basis and that the noise monitoring system had been enhanced in October.</li> <li>• It was noted that visibility panels in the site hoarding to facilitate public view may be an option for the Board to consider at a more advanced stage of construction. It was noted that the subcontractor would need to agree to this.</li> <li>• The residents liaison register (containing a total residents' complaints/issues log) was presented to the Board, the contents of which were noted by the Board.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
<p><b>3.2 Updated Committee &amp; Working Groups Terms of Reference documents</b></p>		
	<ul style="list-style-type: none"> <li>• The following updated terms of reference for committees of the Board were presented to the Meeting for review and approval (copies of which had been circulated to the Board in advance): (i) Audit &amp; Risk; (ii) Procurement; (iii) Healthcare Technology; (iv) Design; (v) Finance; and (vi) Construction.</li> <li>• Terms of Reference for Organisation and Recruitment</li> </ul>	<p>Noted &amp; Approved</p> <p>Noted</p>

Agenda No.	Specific Issues/Decisions	Action By
	<p>Committee not yet finalised.</p> <ul style="list-style-type: none"> <li>• Separate Terms of reference exist for the Dublin 8 Urban Regeneration &amp; Communications working Groups.</li> <li>• It was noted that the draft SJH Works Liaison terms of reference were close to finalisation and would be issued to Lorcan Birthistle for review and approval.</li> </ul>	<p>Noted</p> <p>Noted</p>
<p><b>3.3 Finance</b></p>		
<p><i>(i) Financial Results September 2017</i></p>		
	<ul style="list-style-type: none"> <li>• A report of the financial results for September 2017 was presented to the Meeting, copies of which had been circulated to the Board in advance.</li> <li>• It was reported that actual costs for September 2017 were €1.4 million over re-forecasted costs, which was mainly attributable to timing of expenditure and programme execution regarding Design Team fees. It was further reported that payments for September 2017 totalled €1.6 million. The Board noted the purchase orders made in September 2017 as contained within the report.</li> <li>• It was noted that a schedule of payments regarding planning contributions had been agreed with DCC.</li> <li>• The Board was informed that the total HSE funding allocation to NPH for 2017 may not be spent prior to year end.</li> <li>• A commercial presentation dated 1 November 2017 was presented to the Board containing a timeline for the GMP approval process. It was reported to the Board that the approval of the Board to commence the preliminary Government approval process would commence after the April 2018 meeting and that the deadline for Government approval will be 12 June 2018.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
<p><i>(ii) Finance Update and Sub-Committee Minutes</i></p>		
	<ul style="list-style-type: none"> <li>• The minutes of the Finance Sub-Committee meeting held on 25 October 2017 were presented to the meeting, copies of which had been circulated to the Board in advance. The Board</li> </ul>	<p>Noted</p>

Agenda No.	Specific Issues/Decisions	Action By
	<p>noted the update provided in relation to the: (i) approved Change Orders (ii) Design Team fees (iii) Costs Reporting and (iv) Cash flow.</p> <ul style="list-style-type: none"> <li>• The following Change Orders, presented to the Finance Committee were noted and approved by the Board: 192 and 202.</li> <li>• The Minutes of the Finance Committee Meeting of 25 Oct 17 which were circulated as part of the board papers for the last meeting have been updated to include an additional paragraph in relation to the Change Order Log as follows:  <b><i>"The committee are recommending that the Board approve the Change Orders that exceed €100k as follows: Change Order 192 for Linesight Change Order 202 for BAM."</i></b></li> <li>• Tim Bouchier-Hayes temporarily left the meeting and John Martin took the chair.</li> <li>• The Board were provided with an update in relation to the legal fees estimate provided in relation to the legal procurement &amp; construction contracts services provided to the Board. Following discussions in relation thereto, the entry into fee negotiations with the firm of solicitors was agreed.</li> <li>• It was noted that a proposed fee settlement update would be provided at the December meeting of the Board.</li> <li>• Tim Bouchier-Hayes returned to the meeting and resumed as chair.</li> <li>• A financial update was presented to the Board in relation to the GMP process &amp; Timeline. It was noted that the early GMP trends are positive.</li> </ul>	<p>Noted &amp; Approved</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Action No 68</p> <p>Noted</p> <p>Noted</p>
<p><b>3.4 Audit &amp; Risk Update</b></p>		
	<ul style="list-style-type: none"> <li>• The minutes of the Audit &amp; Risk Sub-Committee meeting held on 25 October 2017 were presented to the meeting, copies of which had been circulated to the Board in advance.</li> </ul>	<p>Noted</p>



Agenda No.	Specific Issues/Decisions	Action By
	<ul style="list-style-type: none"> <li>• It was reported to and noted by the Board that an overall Risk Register exists and that it would be useful for each Committee to have a separate risk register. The relevant risk register would be tabled at the next meeting of each Committee.</li> <li>• It was noted that the Human Rights &amp; Equality Policy of the Board would be reviewed in advance of the December Board meeting.</li> <li>• It was noted that the draft 2016 C&amp;AG management letter would be reviewed at the next meeting of the Audit &amp; Risk Sub-Committee.</li> <li>• It was reported to the Board that the 2 tenders received in relation to the appointment of an internal auditor had been evaluated and the announcement of the successful tender would be made in advance of the December Board meeting.</li> <li>• It was further reported to the Board that the revised Code of Governance Manual for the Board would be presented to the Audit &amp; Risk Sub-Committee at its next meeting on 29 November 2017 and thereafter to the Board at its December meeting.</li> </ul>	<p>Action No 69</p> <p>Noted &amp; Approved</p> <p>Noted</p> <p>Noted</p> <p>Noted &amp; Action No 70</p>
<b>4</b>	<b>BOARD SUPPORTING DOCUMENTATION</b>	
	<ul style="list-style-type: none"> <li>• Draft minutes of the Design Sub-Committee meeting held on 4 October 2017 were noted.</li> <li>• Draft minutes of the Communications Working Group meeting held on 20 September 2017 were noted.</li> <li>• Draft minutes of the Construction Sub-Committee meeting held on 24 October 2017 were noted.</li> <li>• Draft minutes of the meeting of the Dublin 8 Urban Regeneration Joint Working Group held on 3 October 2017 were noted.</li> <li>• Draft minutes of the Planning &amp; Access Sub-Committee meeting held on 25 October 2017 were noted.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

Agenda No.	Specific Issues/Decisions	Action By
<b>5</b>	<b>CORRESPONDENCE</b>	
	<ul style="list-style-type: none"> <li>The Board noted the correspondence received from An Bord Pleanála on 23 October 2017 which had been discussed earlier in the meeting.</li> </ul>	Noted
<b>6</b>	<b>ANY OTHER BUSINESS</b>	
	<ul style="list-style-type: none"> <li>There being no further business the meeting then closed.</li> </ul>	Noted

**Next meetings:**

**6<sup>th</sup> December 2017 in the Boardroom, Herberton, St. James Walk, Rialto, Dublin 8 at 16.00hrs.**

**10<sup>th</sup> January 2018 in the Boardroom, Herberton, St. James Walk, Rialto, Dublin 8 at 16.00hrs.**



Tom Costello  
Chair