

2014

Annual Report



NATIONAL
PAEDIATRIC
HOSPITAL
DEVELOPMENT
BOARD

DESIGN
BUILD
EQUIP

National Paediatric Hospital Development Board

Planning, designing, building, equipping and
furnishing the new children's hospital



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General Information

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National Paediatric Hospital Development Board

Project Office	NPHDB Office St. James's Hospital Campus St. James's Street Dublin 8
Bank	Ulster Bank 2-4 Lower O'Connell Street Dublin 1
Auditor	Comptroller and Auditor General Treasury Block Lower Yard Dublin Castle Dublin 2
Solicitors	William Fry 2 Grand Canal Square Place Dublin 2



The Board

About the National Paediatric Hospital Development Board

The National Paediatric Hospital Development Board (the “NPHDB”) was established by the Minister for Health & Children by Statutory Instrument SI 246 of 2007 on 23rd May, 2007.

The NPHDB is responsible for planning, designing, building, equipping and furnishing a new children’s hospital in accordance with the high-level framework brief which was commissioned by the Health Service Executive (HSE). The brief includes advice on the preferred national network of paediatric care, on the core services to be delivered at the new children’s hospital, and on the additional range of services to be provided outside of the main hospital. This includes an assessment of the range of services to be provided through the Paediatric Outpatient Department & Urgent Care Centres, and the preferred location(s) for these services, taking account of international best practice in the planning of children’s hospital services.

Functions of the NPHDB

The functions of the NPHDB, as outlined in SI 246 of 2007, are:

- to plan, design, build, furnish and equip a national paediatric hospital (‘the new children’s hospital’) in accordance with a brief approved by the Health Services Executive (‘the HSE’) with the prior consent of the Minister, and subject to any subsequent variations to this brief as may be determined by the HSE in consultation with the NPHDB, and with the prior consent of the Minister;
- in consultation with the relevant hospitals, prepare plans for the transfer of services from the relevant hospitals to the new children’s hospital;
- in consultation with the relevant hospitals, prepare a human resource strategy for the transfer to the new children’s hospital;
- explore the possibility of securing philanthropic contributions to meet all or part of the capital cost of developing the hospital, and foster the philanthropic interests that already exist in relation to the provision of paediatric services; and
- do any other thing as is necessary for the performance of its functions.

The functions of the NPHDB have been changed and the updated S.I is being redrafted and legislation prepared for government approval. The new function will focus on the planning, designing, building, furnishing and equipping of the hospital.

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Membership of the NPHDB

Under the terms of the Statutory Instrument, the Minister for Health may appoint thirteen members to the Board – a Chairperson and twelve ordinary members.

NPHDB membership during the year ended 31st December, 2014:

Mr Tom Costello - Chairman

Mr Tom Costello is a Chartered Engineer and Fellow of Engineers Ireland (CEng FIEI). Mr Costello established a project management consultancy business in July 2012. He is a former Managing Director (Ireland) of John Sisk & Son Ltd. During his tenure there, he directed the Sisk team on the successful completion of many of the largest and most significant projects built in Ireland.

Mr Tom Costello’s term of appointment commenced on 2nd August 2013.

Mr Tim Bouchier - Hayes

Mr Tim Bouchier-Hayes, Consultant with McCann FitzGerald Solicitors, has over 40 years' experience in dealing with public authorities, developers, design professionals and contractors on all aspects of large scale construction projects. Mr Bouchier-Hayes received a Special Award from Engineers Ireland in recognition of outstanding contribution and commitment to the activities of the Institution. Mr Bouchier-Hayes is a member of the International Court of Arbitration and the International Chamber of Commerce.

Mr Tim Bouchier-Hayes' term of appointment commenced on 2nd August 2013.

Ms Anne Butler

Ms Anne Butler is a Chartered Engineer and a former President of the Institution of Engineers of Ireland. A founding Director of the Environmental Protection Agency (EPA), she was on its board for ten years. After ten years with the EPA, Ms Butler established an environmental consultancy/advisory service where she specialises in environmental and regulatory matters, as well as strategy development and implementation. Ms Butler is on the Board of the ESB and on the Board of Repak.

Ms Anne Butler's term of appointment commenced on 2nd August 2013.

Professor John Cole CBE

B.Sc. (Arch), D.A.A.S., M.Sc. (Proj.Man.), FIHEEM, RIBA, PPRSUA

Mr John Cole is an architect by profession. Prior to his retirement in 2013 from the Civil Service in Northern Ireland he had held, for more than ten years, the post of Deputy Permanent Secretary and Chief Estates Officer in the Department of Health Social Services and Public Safety. As part of this role he was responsible for overseeing the planning, project management, design and procurement of a wide range of major health facilities in Northern Ireland.

He is a former Chairman of the European Health Property Network and has lectured widely across the world on the planning and design of health buildings.

Since his retirement from the Civil Service he has acted as an independent consultant and strategic client adviser on a number of major international health projects.

In 2014 he was made an Honorary Professor of Architecture at the Queen's University of Belfast.

He is currently a member of council of the Royal Institute of British Architects in London and has previously held the Presidency of the Royal Society of Ulster Architects.

In 2013 he was appointed a Commander of the British Empire (CBE) in recognition of his contribution to the development of health infrastructure.

Mr John Cole CBE's term of appointment commenced on 2nd August, 2013.

Professor Ian Hann

Professor Ian Hann is a former Professor of Paediatric Haematology and Oncology and Associate Medical Director of Great Ormond St. Children's Hospital, where he was a member of the Variety Club Building Project Team and later the Redevelopment Board. Professor Hann was a member of the Medical Research Council Leukaemia Trials committee for more than 20 years.

Professor Ian Hann's term of appointment commenced on 2nd August 2013 and he resigned on 16th June 2014.

Mr Karl Kent

Mr Karl Kent is a Registered Architect and Fellow of the Royal Institute of the Architects of Ireland (FRIAI). He is a consultant architect-planner with Doyle Kent Planning Partnership Ltd since early 2012, following completion at the end of December 2011 of two terms of office as a Member and Deputy Chairperson at An Bord Pleanála. Mr Kent was a Member of the Strategic Infrastructure Division of An Bord Pleanála from its establishment in January 2007 until his retirement from the Board.

Mr Karl Kent's term of appointment commenced on 2nd August 2013.

Mr John Martin

Mr John Martin is a planner with many years' experience in local government and An Bord Pleanála. He was Principal Planning Adviser in the Department of the Environment, Community and Local Government from 2002 to 2011. Mr Martin served as a member of the 2012 Review Group on the new children's hospital (the Dolphin Group).

Mr John Martin's term of appointment commenced on 2nd August 2013.

Mr Paul Quinn

Mr Paul Quinn is Government's Chief Procurement Officer at the Department of Public Expenditure and Reform, in which role he is tasked with transforming procurement across the Public Service. He previously worked with Eircom where he was Supply Chain Director from 2007. Mr Quinn has a Master's Degree in Business Administration from Dublin City University and a Degree in Engineering from the College of Technology, Kevin Street.

Mr Paul Quinn's term of appointment commenced on 2nd August 2013.

Ms Marguerite Sayers

Ms Marguerite Sayers is Managing Director of ESB Networks Ltd. Ms Sayers is an electrical engineer, with 24 years' experience working for ESB. Prior to taking up her current role, she held the positions of Customer Service Manager for Dublin, Head of Asset Management for ESB Networks and Manager of ESB's Generation Portfolio. Ms Sayers is also a Chartered Engineer and member of both Engineers Ireland's Council and Executive Committees.

Ms Sayers term of appointment commenced on 2nd August 2013.

Mr Ian Carter

Mr Ian Carter is HSE National Director of Acute Hospitals. He was Chief Executive of St. James's Hospital from 2006 to 2012. Prior to this Mr Carter held various senior hospital management positions including Deputy CEO, St. James's Hospital and General Manager, Acute Hospitals, Mid-Western Health Board.

Mr Ian Carter's term of appointment commenced on 2nd August 2013 and he resigned on 23rd May 2014.

Mr Brian Fitzgerald

Mr Brian Fitzgerald is Deputy Chief Executive at the Beacon Hospital. He is a fellow of the Association of Chartered Certified Accountants and holds a 1st class MBA from the Smurfit Business School, UCD. He also holds the position of Adjunct Assistant Professor at Trinity College Dublin.

Mr Brian Fitzgerald's term of appointment commenced on 2nd August 2013.

Professor Hilary Hoey

Professor Hilary Hoey is Director of Professional Competence at the Royal College of Physicians of Ireland and the Immediate Past Dean of the Faculty of Paediatrics at the Royal College of Physicians of Ireland and the Immediate Past President of the European Society for Paediatric Endocrinology. Professor Hoey was Head of the Department of Paediatrics in Trinity College, Dublin and Consultant Paediatrician and Endocrinologist at the Adelaide and Meath Hospital incorporating the National Children's Hospital and at Our Lady's Children's Hospital Crumlin from 1991 until 2011. She is currently Chairman of Diabetes Ireland and is a Council member of the Royal College of Paediatrics and Child Health UK.

Professor Hilary Hoey's term of appointment commenced on 18th October 2013.

Ms Regina Moran

Ms Regina Moran is CEO of Fujitsu in Ireland where she leads a 350-strong team focussed on delivering ICT services that add business value to the Irish marketplace. Ms Moran is currently Vice President of Engineers of Ireland (FIEI), a board member of IBEC Ltd., a member of the Dublin City University Governing Authority and a Director of EirGrid. Ms Moran holds an MBA from Dublin City University, and was awarded the 'Sir Charles Harvey Award' for outstanding contribution in her post-graduate studies.

Ms Regina Moran's term of appointment commenced on 2nd August 2013 and she resigned on 2nd April 2014.

Dr Tony O'Connell

Dr Tony O'Connell is Health Service Executive Head of Acute Hospitals and a member of the Health Service Executive Leadership Team. Dr O'Connell joined the Health Service Executive in March 2014. Prior to joining the Health Service Executive D. O'Connell was Director General of the Queensland Public Health System.

Dr O'Connell's term of appointment commenced on 27th May 2014 and he resigned on 13th January 2015 on his return to Australia.

Executive Team

Mr John Pollock – Project Director

Mr Pollock is the former CEO of Punch Consulting Engineers and previous Managing Director of TPE Consulting Engineers. He has over 30 years' experience in the Irish and International building industry, delivering to both public and private sector clients. He holds a Master of Science degree from the Georgia Institute of Technology, a Civil Engineering degree (1st Hons) from UCC, and is a Member of Engineers Ireland.

In January 2014 he was appointed Project Director to the NPHDB.

Mr Phelim Devine – Design Director / Deputy Project Director

Mr Devine is a Chartered Engineer with over twenty years' experience in the design of buildings across all sectors. He was a former Director of global consultancy firm Arup where he led the design of small to large multi-disciplinary building projects and in particular healthcare projects such as the Mater Adult Hospital, St. Vincent's Public & Private Hospitals, Galway & Hermitage Clinics, and St. James's Hospital. He has an honours degree in Engineering and higher diplomas in Project Management and Construction Law and Contract Administration. He was formally Honorary Secretary of the Association of Consulting Engineers of Ireland.

In January 2014 he was appointed Design Director/Deputy Project Director to the NPHDB.

Mr Norman Craig – Commercial Director

Mr Craig is the former Managing Director of Davis Langdon PKS, the leading construction consultancy business. He has over 35 years' experience in the Irish and International construction industry. He has worked with clients in all sectors of the industry including healthcare. He is a Chartered Quantity Surveyor and Fellow of the Society of Chartered Surveyors Ireland.

He was an External Examiner for DIT and LIT, Chairman of the QS APC Committee and former member of the Society of Chartered Surveyors Council.

In October 2013 he was appointed Commercial Director to the NPHDB.

Mr Jim Farragher - Chief Financial Officer

Prior to his appointment, Mr Farragher was Director of Finance with 3Com Corporation for over ten years, in Ireland and the USA. Mr Farragher also worked with Digital Equipment Corporation in senior financial roles in their Irish operations, America and their European headquarters in Geneva, Switzerland.

Mr Farragher is a Fellow of the Institute of Chartered Accountants in England and Wales. He is a business graduate of University College Dublin and holds an MBA from University College Galway.

In July 2008 he was appointed to the NPHDB.

Dr Emma Curtis - Medical Director

Dr Emma Curtis is a Consultant Paediatrician, with a special interest in community child health at the National Children's Hospital Tallaght. Dr Curtis was appointed as a Consultant to Tallaght Hospital in 2002. Prior to taking up this post Dr Curtis worked for 8 years in Newcastle upon Tyne, where she completed her training in community child health as was appointed to a consultant post in 1999.

In September 2008 Dr Curtis was appointed Medical Director to the NPHDB.

Chairman's Statement

I am pleased to report that very significant progress has been made on the development of the new children's hospital during 2014. In January 2014, John Pollock joined the project as Project Director, with primary responsibility for ensuring the building of the new children's hospital meets all its key targets and is delivered within budget.

The Minister for Health, Dr James Reilly announced on 28th January 2014 the construction of the Paediatric Outpatient Department & Urgent Care Centres for the new children's hospital will go ahead on the campus of Tallaght Hospital on the south side of Dublin and Connolly Hospital on the north side of Dublin.

The Business Case together with the Project Brief and Design Brief were updated and submitted to Government for approval. This updated Project Brief is informed by the Design Brief which describes the scope and scale of the project, the Preliminary Business Case which presents a compelling case for investing in the project and the Project Execution Plan which documents the project delivery methodology. In July 2014, the Minister for Health Dr James Reilly T.D. announced that the Project Brief for the new children's hospital had been approved by the HSE with the Minister's consent.

Work continued on the development of the new children's hospital site with the St. James's Hospital team working on transitioning services and staff to the St. James's Campus to free up the site to progress the Children's Hospital development.

With the site for the Paediatric Outpatient Department & Urgent Care Centres and the Main Hospital confirmed the Development Board progressed the process of procuring the new Design Teams to plan and design the new children's hospital and Paediatric Outpatient Department & Urgent Care Centres.

The shortlisting of the Design Team was completed in March 2014 and the tender stage for the Design Team was completed in September 2014, with the appointment of renowned children's hospital architects, BDP.

The NPHDB has been working with the HSE to ensure the necessary processes, controls and structures are in place to ensure appropriate reporting, monitoring, oversight and compliance for the duration of the project. It is also working with the Children's Hospital Group Board (CHGB) and the St. James's Hospital Board to realise clinical and non-clinical synergies such as shared services and campus operations as well as innovative way to procure the capital equipment. Significant progress has been made on planning the Information and Communications Technology (ICT) Project by the CHGB and a separate business case will be submitted to the HSE in 2015. This project is funded and governed separately to the capital project.

The NPHDB wishes to thank all those who assisted and supported the project throughout 2014. We are grateful to the Government and in particular the Minister for Health, Dr Leo Varadkar T.D. and his predecessor Dr James Reilly T.D. and the commitment to the project demonstrated by Professor Ian Hann, Mr Ian Carter and Ms Regina Moran who resigned in 2014 and Dr Tony O'Connell who resigned on 13th January 2015. We are also indebted to the Health Service Executive and the National Development Finance Agency for the sound advice and guidance we have received to date. We look forward to continuing to work in unison with them towards the successful delivery of the new hospital.

We also wish to thank the management and staff of Our Lady's Children's Hospital Crumlin, the Children's University Hospital Temple Street, the Adelaide & Meath Hospital incorporating the National Children's Hospital Tallaght, Connolly Hospital Blanchardstown, the Mater Misericordiae University Hospital, Beaumont Hospital, the Rotunda Hospital, Cappagh National Orthopaedic Hospital, Royal Victoria Eye and Ear Hospital, and St. James's Hospital for the invaluable contribution to planning the services, facilities and operations for the new hospital. We also appreciate the commitment from public representatives, local residents and public servants for continuous engagement with the Development Board.

We acknowledge the contribution made by individual Development Board Members, and former members, and thank them for their dedication, support and guidance through 2014. We commend the Executive for continued progress in developing the plans to progress the development of the hospital.

We look forward with enthusiasm to the challenges ahead and are confident that we can drive this project forward to deliver the new children's hospital by the earliest possible completion date, with optimal design and value for money.



Tom Costello
Chairperson

National Paediatric Hospital Development Board

Date: 30/9/2015

Project Overview

The new children's hospital, co-located with St. James's Hospital in Dublin 8, will be a world class, child-focused facility, delivering optimum healthcare to Ireland's children, equal to the highest international standards. The new children's hospital will:

- Provide national tertiary paediatric care for Ireland's children and young people;
- Provide secondary care for the Greater Dublin Area, combining onto one site the clinical services currently being provided at Our Lady's Children's Hospital, Crumlin; the Children's University Hospital, Temple Street and the National Children's Hospital, Tallaght;
- Treat children up to the eve of their 16th birthday, with children in the system treated up to eve of their 18th birthday. Programmes for transition of children to adult services will commence early and be completed by their 18th birthday unless in specific circumstances where clinical outcomes are proven better under paediatric services;
- Expand the role of the Paediatric Outpatient Department & Urgent Care Centres and reduce reliance on inpatient treatment, in line with international trends and best practice;
- Deal with higher levels of acuity among inpatients;
- Support and enable the transformation of paediatric healthcare services in Ireland through working closely with the National Paediatric Programme in its implementation of the new national model of care;
- Be the driving force behind a move towards home-based care, wherever clinically appropriate;
- Support efficiencies through innovative campus-wide sharing and use of clinical and non-clinical services as appropriate at both the new children's hospital and the Paediatric Outpatient Department & Urgent Care Centres; and
- Be the primary centre for paediatric research, education and training in Ireland.

The Project Executive and Board Sub Committee

The work of the NPHDB has been discharged by the Project Executive Team as set out on page 7 and supported by the Board Sub Committees. The process of recruiting new teams began in 2013. These teams will work together with the NPHDB and its Executive to plan the design, financing and, ultimately, construction and equipping of the hospital.

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Healthcare Planning

In consultation with the hospitals, the HSE and the healthcare planners, the current and future requirements for children's healthcare services in Ireland were analysed to determine the capacity and service models required to meet future needs. This analysis will enable the delivery of future services in a contemporary environment and at a performance level comparable with the leading children's hospitals worldwide.

The activity and capacity plan for the new children's hospital and for the connected Paediatric Outpatient Department & Urgent Care Centres was based on projected future needs and developments in service delivery. It was evaluated and endorsed by PA Consulting and Capita Consulting and subsequently approved by the HSE. Inherent in this plan was the expected activity split between the new children's hospital and the Paediatric Outpatient Department & Urgent Care Centres at Tallaght and Blanchardstown.

Consultation

Children, Young People and their Families

The views of children, young people and their families are of paramount importance in planning the development and operation of the new children's hospital. A panel of 17 young people aged between 14 and 18 was established to engage their thinking. Each member of the "Youth Advisory Council" has had personal experience of care in the existing children's hospitals. The Youth Advisory Council was originally formed following a two day consultation event in Dublin Castle in December 2009. It subsequently met regularly with the project architects to input on plans for the new children's hospital, with a particular focus on patient experience in relation to patient bedrooms, outdoor spaces, and recreational and play facilities.

In addition to the Youth Advisory Council, a survey of the views of children under 8 years of age was completed to further inform the design of the new children's hospital and we continue to engage with children, young people and their families to solicit their inputs.

Hospital Staff

The delivery of a high performing children's hospital of international renown will be an achievement of the staff in the hospital. The role of the NPHDB is to develop a built environment and hospital to enable the attainment of this goal.

From an early stage the NPHDB has continued an extensive programme of engagement which is guided by senior corporate and clinical leaders from the three children's hospitals, with whom the Executive and Design Team meet regularly throughout the year. This consultation process has also been extended to other hospitals such as the regional centres for paediatric care, the Rotunda Hospital, Beaumont Hospital, Cappagh National Orthopaedic Hospital, Royal Victoria Eye and Ear Hospital, and St James's Hospital.

The results of this extensive and significant consultation process remain relevant to the project and are being updated, and have informed the revised Design Brief. Extensive and wide-ranging consultation will continue to be integral to the development and success of the project.

Design

The hospital and the two Paediatric Outpatient Department & Urgent Care Centres, where secondary care will be delivered are envisaged as secure, welcoming and environmentally sustainable facilities with maximum flexibility and adaptability, in order to facilitate future changes in service delivery.

The following hospital facilities are required to deliver high quality, child-centred and family-focused services:

- 100% single, ensuite rooms;
- In-room parent sleeping facilities;
- Hospital school;
- Undergraduate, postgraduate and continuing professional education;
- Children's Research Institute;
- Family Resource Centre;
- Family accommodation near critical care;
- Play areas, external gardens and courtyards;
- Therapy area with hydro-pool and gym; and
- Car parking;

Accommodation for families requiring a long-term, home-away-from-home environment will be provided on the Campus.

Information and Communications Technology (ICT)

The NPHDB and CHGB have prepared a Programme Approach and Implementation Plan for ICT in the new children's hospital and the Paediatric Outpatient Department & Urgent Care Centres in consultation with hospital representatives and the HSE.

This report examines the proposal to implement an Electronic Medical Record (EMR) and an Enterprise Resource Planning (ERP) system in the new children's hospital. In accordance with its business strategy, the hospital will support the new national model for Paediatric Healthcare in Ireland. In line with this goal, ICT will deliver a digitally supported, paper-light working environment where the focus will be on the automation of clinical and operational processes to improve on healthcare outcomes.

The NPHDB, the CHGB and the HSE are considering key components of the ICT structure for the hospital and Paediatric Outpatient Department & Urgent Care Centres that will be implemented as part of the HSE's national ICT programme, as these systems are of paramount importance to support an interfaced clinical network for paediatric healthcare in Ireland.

Costs

Revenue costs

The NPHDB is confident that savings are realisable on the current revenue cost base of the three existing hospitals. The primary sources of these savings are;

- The amalgamation of the three existing children's hospitals;
- The location of both the new children's hospital and the two Paediatric Outpatient Department & Urgent Care Centres adjacent to an adult hospital and proposed maternity services;
- The reconfiguration, standardisation and streamlining of services and processes, to include outsourcing where value can be delivered; and
- The development of shared and campus-wide services.

Funding

It is planned that the cost of the new children's hospital and Paediatric Outpatient Department & Urgent Care Centres will primarily be met by the Exchequer through the HSE Capital Programme.

Other sources of funding include educational institutions, research organisations, philanthropy and car parking. Financing by concession/operating model is also being considered.

Design Presentation

A team of experts, including independent Irish, UK, US, Canadian and Australian professionals from a broad range of disciplines participated in the design review process. The review process covered a wide range of areas including architectural, civil, structural, mechanical, electrical, environmental impact and value for money. The review paid particular attention to the functional operation of the hospital in such areas as clinical processes, health and safety, security, way finding, logistics, facilities management, access, lift requirements, catering and lifecycle operating costs.

An extensive consultation and evaluation exercise was completed on the configuration of the inpatient room and ward layouts with hospital representatives, parents and children. In line with international best practice, research findings and infection control guidelines, inpatient accommodation for children in the new children's hospital will be provided in 100% single rooms, with facilities for a family member to sleep in the room with their child.

Sustainability assessment workshops have been held and it has been agreed to implement the Energy Efficient Design Management Standard (IS399), for which the roles and responsibilities, including the implementation plan, have been developed.

Project Director's Report

Following the report of the Dolphin Review Group, the Government reaffirmed its commitment to build a new children's hospital and directed that the project proceed on the grounds of the St. James's Hospital in Dublin 8.

The proposal to provide Paediatric Outpatient Department & Urgent Care Centres has been informed by consultation with, and input from, the NPHDB, the CHGB and the HSE including the National Clinical Programme for Paediatrics. It has involved significant consultation on the appropriate model with paediatric hospital clinicians and management. The proposal on the Paediatric Outpatient Department & Urgent Care Centres was approved by the Minister for Health, Dr James Reilly T.D. on 28th January 2014, when he announced that construction of the Paediatric Outpatient Department & Urgent Care Centres of the new children's hospital will go ahead on the campus of Tallaght Hospital on the south side of Dublin and Connolly Hospital on the north side of Dublin. Both Paediatric Outpatient Department & Urgent Care Centres will be established in advance of the main hospital opening, with an estimated completion date of mid-2017, subject to detailed site studies and planning consent.

St. James's Hospital is leading the process of preparing the St. James's site for construction work. A joint working structure is in place between the management of St. James's and the NPHDB, with significant input from the HSE Estates Office, to advance the work required.

The CHGB has been established on a non-statutory or administrative basis, in the context of the overall policy on Hospital Groups. As the client for the building project, the CHGB will also play a key role in ensuring the new hospital is optimally designed and completed as swiftly as possible. The NPHDB will focus specifically on the capital project including the planning, designing, building, furnishing and equipping of the hospital.

The new children's hospital will be a world-class facility, planned and designed to ensure excellence in the delivery of clinical services for our children. It will also be a globally connected centre for teaching and research that seeks new, innovative solutions in paediatric healthcare.

To progress the detailed approval of the project on the St. James's site and Paediatric Outpatient Department & Urgent Care Centres on the campus of Tallaght Hospital on the south side of Dublin and Connolly Hospital on the north side of Dublin, the Business Case, Project Brief and Design Brief were updated to reflect the specifics of the locations. These updated documents were submitted to the Minister for Health, Dr James Reilly T.D. on 21st May 2014.

On the 1st July 2014 the Minister for Health, Dr James Reilly T.D., announced that the Project Brief for the new children's hospital has been approved by the HSE, with his consent.

The Project Brief sets out the proposed accommodation including bed numbers, estimates of cost and key milestones. It outlines the key design principles that will be used in order to deliver a world class children's hospital with the very best in clinical care and makes a compelling case for investing in the project.

The NPHDB is acutely aware of the urgent need to deliver the new children's hospital and Paediatric Outpatient Department & Urgent Care Centres in order to greatly enhance the provision of service to children and young people. In acknowledging the challenging timeline set by the Minister for Health and his Department, we have put in place appropriate senior management, a well-resourced design team and the necessary management procedures and processes to ensure that we will deliver a high quality design that can be lodged to An Bord Pleanála and delivered within the cost constraints and timelines set out for the project.

A risk management framework is in place consisting of representatives from all delivery stakeholders which is underpinned by the application of robust risk management processes and procedures and appropriately managed.

The key organisations involved Department of Health, HSE, CHGB and NPHDB, have a clear understanding of their various roles and responsibilities and are working together in a real spirit of collaboration. We are well advanced in developing a design that will deliver a world class children's hospital and the next step will be to participate in the An Bord Pleanála hearing in December 2015.

Design Team Procurement

The shortlisting of the design team was completed in March 2014 and the tender stage for the design team was completed in September 2014 with the appointment of renowned children's hospital architects, BDP.

The team comprises of all necessary disciplines and design consultancy services needed to develop the design of the project to procure a build contractor for the project. That work will be architect-led and will comprise of eight primary disciplines including:

- Architectural Services – BDP and O'Connell Mahon Architects;
- Quantity Surveying Services – Bruce Shaw;
- Mechanical and Electrical Engineering Services – Arup;
- Civil and Structural Engineering Services – O'Connor Sutton Cronin;
- Fire Consultancy Services – FCC;
- Planning Consultancy Services – GVA;
- Project Supervisor Design Process – Healy, Kelly, Turner & Townsend; and
- Traffic Consultant - Arup

Healthcare Planning

The Design Brief and schedule of accommodation have been developed by the Medical Director and the Health Planners for the hospital at the St. James's site.

Schedule of Accommodation

A significant amount of work was completed on the Schedule of Accommodation and this has been updated to reflect the new configuration, revised room sizes and other accommodation updates for the children's hospital on the site at St. James's.

Design Brief

The Design Brief for the hospital has being developed by the Health Planners to reflect the following:

- Description of departments and associated accommodation to reflect the revised Model of Care;
- Revised configurations and updated rooms/departments;
- Updated service descriptions;
- Revised operational flows;
- Revised model for elective versus unplanned care;
- Revised Emergency Care model;
- Revised Shared Service models; and
- Incorporation of revised Schedule of Accommodation into Design Brief;

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Review – Proposed Model for the Main Hospital and Paediatric Outpatient Department & Urgent Care Centres

Based on Ministerial approval of the St. James's Hospital site, the Minister tasked the NPHDB to develop plans for Paediatric Outpatient Department & Urgent Care Centres activity to determine where, and how, this should be provided. To this end, a task force was set up, led by Dr Emma Curtis, with support from the Health Planners and other partners. They reported to the Minister for Health Dr James Reilly T.D. and, in January 2014, the Minister approved two Paediatric Outpatient Department & Urgent Care Centres, one at Connolly Memorial Hospital in Blanchardstown and the other at Tallaght Hospital.

Business Planning

Shared Services

A shared services group was established comprising initially of representatives from St. James's Hospital, HSE, NPHDB and CHGB. This group's initial goal is to focus on identifying the facilities which can be shared in order to optimise the build on the site. This infrastructure analysis has been completed and the focus has moved on to the operational services which can be shared.

Given that there are a number of groups involved in the shared services work, it was agreed to streamline the membership of the group and to create a Shared Services Steering Group to review and manage the workings of the shared service activities and to represent the principles of the St. James's Hospital, HSE, NPHDB and CHGB.

Shared Services Sub Groups were established to develop proposals which outline at least the high level operational and financial benefits of the proposed shared services for the following activity:

- Pharmacy and compounding;
- Catering facilities including staff restaurant;
- Laboratories;
- ICT server rooms/data storage etc;
- Waste management;
- Central Decontamination Unit (CDU);
- Mobility; and
- Education.

NPHDB Sub-committees

The sub-committees were re-established during 2013 and continue to play a key role in supporting the project activities.

Planning Application

The project is a strategic infrastructure development for which planning will be sought in accordance with the requirements of the Planning and Development Strategic Infrastructure Act. This requires advance planning with the various authorities – An Bord Pleanála, Fingal County Council, South Dublin County Council and Dublin City Council. This planning application will lodge with An Bord Pleanála in 2015.

Conclusion

In conclusion the progress to date is excellent. The key organisations involved (Department of Health, HSE, CHGB and NPHDB) have a clear understanding of the various roles and responsibilities and are working together in a real spirit of collaboration. We are well advanced in developing a design that will deliver a world class children's hospital, with the submission of planning application to An Bord Pleanála in 2015.

I would like to thank Mr. Tom Costello (Chairman) and the members of the NPHDB for their invaluable guidance, direction and support throughout 2014. The Board would also like to thank the Executive and Design Team for their commitment and assistance throughout the year.

I am extremely grateful for the support of the Minister for Health and his Department officials, and for the guidance provided by several departments of the HSE and in particular the CEO's Office, Estates and Finance Office and the National Development Finance Agency for their sound advice and guidance provided to date.

I wish to extend my thanks to the management and staff in the three children's hospitals, to the children and young people, parents, public servants, community representatives, local residents and the many other individuals and organisations who engaged with the project throughout 2014.

Finally, I am confident that we will continue to receive the goodwill and support of the many stakeholders in this project. With the approval of the St. James's site, a new and exciting phase in the development of this great national project - the new children's hospital - has commenced.



John Pollock

Project Director

National Paediatric Hospital Development Board

Date: 30/9/2015

Board Members' Report

Governance

The NPHDB has adopted the Code of Practice for Governance of State Bodies 2009, and has implemented the provisions of that Code. The NPHDB is committed to maintaining the highest standards of corporate governance, and to monitoring compliance on an ongoing basis.

In discharging its functions, the Board appointed an executive management team consisting of a Project Director, a Finance Officer and a Medical Director. The NPHDB will continue to discharge its functions through this management team and through external consultants and contractors who have been and will be appointed under public tendering arrangements.

Ethics and standards

The provisions of the Ethics in Public Office Act 1995 and the Standards in Public Office Act 2001 have been implemented.

Board

The NPHDB consists of a Chairman and 12 ordinary members, all of whom are non-executive and are appointed by the Minister for Health. The members during the year ended 31st December, 2014 are set out on pages 4 - 6 of this Annual Report.

All members receive appropriate and timely information to enable the Board to discharge its duties.

The NPHDB has established sub-committees to assist in the effective discharge of its responsibilities.

Board Secretary

Mr Jarleth Heneghan of William Fry Solicitors was Board Secretary throughout 2014 and was responsible for ensuring that Board decisions on procedures and controls were implemented, and that relevant legislation, regulations and guidelines were complied with.



Attendance at Meetings for NPHDB

Meetings of the Board

In 2014 the Board met on 12 occasions.

The attendance at Board meetings is set out in the table below.

Member	Meetings	Attendance	Resignation Date	Appointment Commencement
Mr Tom Costello	12	10		2 nd August 2013
Mr John Cole	12	10		2 nd August 2013
Mr Brian Fitzgerald	12	12		2 nd August 2013
Prof Ian Hann	6	6	16 th June 2014	2 nd August 2013
Mr Tim Bouchier-Hayes	12	11		2 nd August 2013
Mr Karl Kent	12	12		2 nd August 2013
Mr John Martin	12	11		2 nd August 2013
Mr Paul Quinn	12	8		2 nd August 2013
Ms Anne Butler	12	8		2 nd August 2013
Ms Marguerite Sayers	12	10		2 nd August 2013
Prof Hilary Hoey	12	9		18 th October 2013
Ms Regina Moran	4	2	2 nd April 2014	2 nd August 2013
Mr Ian Carter	5	2	23 rd May 2014	2 nd August 2013
Dr Tony O'Connell	7	6	13 th January 2015	27 th May 2014

Board member's remuneration

Member	Fees (€)	Travel
Mr Tom Costello	40,110*	1,250
Mr John Cole CBE	7,695	5,480
Professor Ian Hann	3,435	682
Mr Karl Kent	7,695	---
Mr John Martin	7,695	---
Professor Hilary Hoey	7,695	---
Ms Anne Butler	7,695	---
Total	82,020	7,412

* This includes additional fees of €28,140 which were approved by the Department of Public Expenditure and Reform in recognition of the additional time commitment required by his role on the Board in 2014 .

Statement of Board Members' Responsibilities

The NPHDB was established by the National Paediatric Hospital Development Board (Establishment) Order, 2007 (S.I No.246 of 2007) on 23 May 2007, as amended by the Health (Miscellaneous Provisions) Act 2007.

Under the terms of the National Paediatric Hospital Development Board (Establishment) Order, 2007 (S.I. No.246 of 2007), as amended by the Health (Miscellaneous Provisions) Act 2007, the NPHDB acknowledges the requirement to prepare financial statements for the year which give a true and fair view of the state of affairs of the NPHDB and its income and expenditure for the period.

In preparing those financial statements, the NPHDB is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- disclose and explain any material departures from applicable accounting standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the NPHDB will continue in existence.

The NPHDB is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the NPHDB and to enable the Board to ensure the financial statements comply with the relevant Order and with the accounting standards laid down by the Minister for Health. The Board is also responsible for safeguarding the assets of the NPHDB and hence for taking reasonable steps for the prevention and the detection of fraud and other irregularities.

On behalf of the Board:



Tom Costello

Chairperson

National Paediatric Hospital Development Board

Date: 30/9/2015



Brian Fitzgerald

Board Member

National Paediatric Hospital Development Board

Date: 30/9/2015





Comptroller and Auditor General
Report for presentation to the Houses of the Oireachtas

National Paediatric Hospital Development Board

I have audited the financial statements of the National Paediatric Hospital Development Board for the year ended 31 December 2014 under Section 5 of the Comptroller and Auditor General Amendment Act 1993. The financial statements, which have been prepared under the accounting policies set out therein, comprise the statement of accounting policies, the income and expenditure account, the balance sheet, the cash flow statement and the related notes. The financial statements have been prepared in accordance with Section 14 of the National Paediatric Hospital Development Board (Establishment) Order 2007 (SI 246/2007), and in accordance with generally accepted accounting practice in Ireland.

Responsibilities of the Board

The Board is responsible for the preparation of the financial statements, for ensuring that they give a true and fair view of the state of the Board's affairs and of its income and expenditure, and for ensuring the regularity of transactions.

Responsibilities of the Comptroller and Auditor General

My responsibility is to audit the financial statements and report on them in accordance with applicable law.

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation.

My audit is carried out in accordance with the International Standards on Auditing (UK and Ireland) and in compliance with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements, sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of

- whether the accounting policies are appropriate to the Board's circumstances, and have been consistently applied and adequately disclosed

- the reasonableness of significant accounting estimates made in the preparation of the financial statements, and
- the overall presentation of the financial statements.

I also seek to obtain evidence about the regularity of financial transactions in the course of audit.

Opinion on the financial statements

In my opinion, the financial statements, which have been properly prepared in accordance with generally accepted accounting practice in Ireland, give a true and fair view of the state of the Board's affairs at 31 December 2014 and of its income and expenditure for 2014.

In my opinion, proper books of account have been kept by the Board. The financial statements are in agreement with the books of account.

Matters on which I report by exception

I report by exception if

- I have not received all the information and explanations I required for my audit, or
- my audit noted any material instance where money has not been applied for the purposes intended or where the transactions did not conform to the authorities governing them, or
- the statement on internal financial control does not reflect the Board's compliance with the Code of Practice for the Governance of State Bodies, or
- I find there are other material matters relating to the manner in which public business has been conducted.

I have nothing to report in regard to those matters upon which reporting is by exception.

Patricia Sheehan

Patricia Sheehan
For and on behalf of the
Comptroller and Auditor General

1 October 2015

Certification of Project Director and Chairperson

For the year ended 31st December, 2014

We certify that the financial statements of the National Paediatric Hospital Development Board for the year ended 31 December 2014 as set out herein are in agreement with the books of account and have been drawn up in accordance with the accounting standards laid down by the Minister for Health.

The financial statements, which comprise of pages 21 to 31 and the statement of accounting policies on page 23, give a true and fair view of the state of affairs of the Board at 31 December 2014 and of its income and expenditure for the year then ended.



John Pollock
Project Director
National Paediatric Hospital Development Board

Date: 30/9/2015



Tom Costello
Chairperson
National Paediatric Hospital Development Board

Date: 30/9/2015

Statement on Internal Financial Controls

Responsibility for the System of Internal Financial Controls

On behalf of the Board, I acknowledge our responsibility for ensuring that an effective system of internal financial control is maintained and operated.

The system can only provide reasonable and not absolute assurance that assets were safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or will be detected in a timely period.

The Board has taken the necessary steps to ensure that there is an effective system of financial control in place, by implementing a system of delegation of responsibility. This system of internal control applies both to the internal activities of the body and, as appropriate, to the operations of Third Parties to whom services have been outsourced ("Third Party Providers").

Key Control Procedures:

The Board has taken steps to ensure an appropriate environment by:

- Clearly defining the respective responsibilities of management and of Third Party Providers;
- Establishing formal procedures for reporting significant control failures;
- Ensuring appropriate corrective action; and
- Implementing internal audit.

The Board has established formal processes to identify and evaluate risk associated with planning and development of the new children's hospital by identifying the nature, extent and financial implications of such risks facing the body. This includes the extent and categories which it regards as acceptable, assessing the likelihood of identified risks occurring and assessing the body's ability to manage and mitigate the risks that do occur.

The system of internal financial control is based on a framework of regular management information, administrative procedures including segregation of duties and a system of delegation and accountability.

In particular it includes:

- A comprehensive budgeting system with an annual budget which is reviewed and agreed by the Board;
- Accounts and annual financial reports which indicate financial performance against forecasts; and
- Clearly defined capital investment control guidelines.

The Board has delegated responsibility for the development and maintenance of the financial control framework to management. The Board has established a formal process for monitoring and reviewing the effectiveness of the system of internal financial control.

Review of the effectiveness of the system of Internal Financial Controls

I confirm that in the year ended 31 December 2014 the Board conducted a review of the systems of Internal Financial Controls.

Following the Government decision to change the location of the new children's hospital, the Board terminated contracts with a number of companies.

Pending completion of a tendering process for services at the new site, during 2014, and in order to expedite the programme on the St. James's site and to optimise maximum legacy value from the contracts, the Board procured some services (Financial and Health Planning services) from contractors previously employed on the Mater site. In 2014, expenditure on these contracts totalled €390,000 and the rates paid were negotiated. The relevant services have since been tendered and new contracts awarded. In addition, legal services were procured in relation to the termination of contracts at the Mater site. Where the relevant services were not openly tendered, the Board agreed a reduction on rates with the legal firm under an existing HSE framework agreement for legal services.



Tom Costello

Chairperson

National Paediatric Hospital Development Board

Date:30/9/2015

Statement of Accounting Policies

1. Accounting convention

The financial statements are prepared in accordance with historical cost convention and in accordance with the accounting standards laid down by the Minister for Health.

2. Period of the financial statements

The Financial Statements relate to the accounting year ended 31 December 2014.

3. Grant income

Grant income comprises grants receivable from the Health Service Executive towards the planning, design, construction, and commissioning of a national paediatric hospital. Grants are recognised as income in line with expenditure.

4. Expenditure

All Expenditure, including administrative costs incurred by the Board are recognised on an accruals basis, and is capitalised and transferred to construction work in progress.

5. Fixed assets – construction work in progress

All fixed asset acquisitions, regardless of the source of funds, are capitalised as construction work in progress and are not depreciated.

All costs relating to the Mater site which cannot be utilised or modified to give future value to the new site have been written off in the 2013 accounts.

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6. Capital Account

The capital account represents the unamortised value of funding applied for the purchase of fixed assets.

7. Superannuation

The provision of the superannuation for staff seconded to the Board remains the responsibility of the respective employer body. The charges for superannuation benefits in respect of seconded staff are recouped by the respective employer as part of the secondment arrangement and are charged to the Income and Expenditure Account.

Other pension contributions are made to a PRSA pension contract. These contributions are funded out of capital income of the Board and are charged to the Income and Expenditure Account in the year in which they became payable.

Income and Expenditure Account

For the year ended 31st December, 2014

		2014	2013
	Notes	€	€
INCOME			
Oireachtas Grants	6	7,830,115	1,706,151
Other income		-	1
		7,830,115	1,706,152
Transfer (to) / from Capital Account	6	(7,830,115)	33,795,434
		-	35,501,586
EXPENDITURE			
Expenditure	3	7,830,115	1,705,152
Transfer to construction work in progress	3	(7,830,115)	(1,705,152)
Write-off of construction work in progress	3	-	35,501,586
		-	35,501,586
Surplus of Income over Expenditure		-	-

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There are no recognised gains or losses other than those dealt with in the Income and Expenditure Account. The accounting policies on page 23 and the notes on pages 27 to 31 form part of these Financial Statements.

On behalf of the Board



Tom Costello
Chairperson
National Paediatric Hospital Development Board

Date: 30/9/2015



John Pollock
Project Director
National Paediatric Hospital Development Board

Date: 30/9/2015

Balance Sheet

As of 31st December, 2014

	Notes	2014		2013	
		€	€	€	€
FIXED ASSETS					
Construction work in progress	3		14,018,941		6,188,826
CURRENT ASSETS					
Debtors and prepayments	4	1,753,702		762,172	
Bank and cash		1,044,981		22,616	
		2,798,683		784,788	
CURRENT LIABILITIES					
Creditors	5	(2,798,683)		(784,788)	
Net current assets			-		-
Total Assets			14,018,941		6,188,826
Represented by					
Capital account	6		14,018,941		6,188,826
			14,018,941		6,188,826

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The accounting policies on page 23 and the notes on pages 27 to 31 form part of these Financial Statements.

On behalf of the Board:



Tom Costello
Chairperson
 National Paediatric Hospital Development Board

Date: 30/9/2015



John Pollock
Project Director
 National Paediatric Hospital Development Board

Date: 30/9/2015

Cash Flow Statement

For the year ended 31 December 2014

	Notes	2014		2013	
		€	€	€	€
Net cash flow from operating activities	7				
Returns on investments and servicing of finance					
Interest received		-		1	
Net cash inflow from investments and servicing of finance			-		1
Capital expenditure					
Expenditure from HSE capital		(7,830,115)		(1,706,152)	
(Decrease)/ increase in capital expenditure liabilities		1,592,917		(494,465)	
Net cash outflow from capital expenditure			(6,237,198)		(1,211,687)
Net cash outflow before financing			(6,237,198)		(1,211,686)
Financing					
Capital grant received from HSE		7,259,566		1,213,215	
Net cash inflow from financing			7,259,566		1,213,215
(Decrease) /increase (in cash in the year)			1,022,363		1,529
Reconciliation of net cash flow to movement in net debt					
(Decrease) / increase in cash in the year			1,022,368		1,529
Net funds at 1 st January, 2014			22,616		21,087
Net funds at 31st December, 2014			1,044,984		22,616

Notes to Financial Statements

For the year ended 31st December, 2014

1. Income and expenditure account			
	Included in the expenditure for the year are the following charges:	2014	2013
		€	€
	(i) Auditors' remuneration		
	Charge for the year	11,200	11,200
		11,200	11,200
	(ii) Board members' fees and expenses		
	Remuneration	82,020	19,416
	Travel expenses		
	- Board attendance	7,412	1,889
		89,432	21,305
<p>The list of persons who were Board members during the year is contained in page 4-6 of the Annual Report. Mr Tom Costello (€40,110), Mr John Cole CBE (€7,695), Mr Karl Kent (€7,695), Mr John Martin (€7,695), Professor Hilary Hoey (€7,695), and Ms Anne Butler (€7,695) and Professor Ian Hann (€3,435) were in receipt of Board Members fees in 2014. Ms Regina Moran & Mr Tim Bouchier Hayes waived their entitlement to fees.</p> <p>Effective from 1st November, 2011, Board Members fees ceased to be paid to all public sector remunerated members, based on the "One Salary One Person Principle" directive, issued by the Department of Public Expenditure and Reform.</p>			

2. Employees			
	The average number of employees (full time equivalents) during the year as follows:		
		2014	2013
	Executive & Staff	8.9	1.5
	Seconded Staff	3.7	4.0
	Total	12.6	5.5
<p>As at December 2014, the executive & staff members number represents twelve full time employees directly employed by the Board and two executives who are seconded and are 0.5 of a FTE each. In addition to the executive & staff, there are six seconded employees at 31st December 2014.</p>			
	Included in the expenditure for the year are the following payroll related costs.		
		2014	2013
		€	€
	Payroll costs*	1,382,292	423,484
	Social welfare costs	89,012	13,842
	Pension costs	7,455	7,678
		1,478,760	445,004
<p>* Included in payroll costs are locum, social welfare and superannuation costs of seconded employees which are incurred by the respective employers and recouped as part of the secondment arrangement through a charge to the National Paediatric Hospital Development Board.</p> <p>The payroll costs of the Project Director, who held office for the entire year, included a basic salary of €125,760 (2013: €0)</p> <p>There were no performance related payroll costs incurred in relation to the Project Director for the year ended 31st December, 2014.</p>			

3. Fixed assets – construction work in progress

		Cum Exp to 31 Dec 2013	2014 Costs	Cum Exp to 31 Dec 2014
(i)	Business Services Team	3,875,630	-	3,875,630
(ii)	Design Team	494,747	4,738,123	5,232,870
(iii)	Site Development & Clearance Costs	261,000	514,097	775,097
(iv)	Administration Costs	1,557,449	2,577,895	4,135,344
		6,188,826	7,830,115	14,018,941

(i) Business Services Team:

In the accounts for the period ending December 2013, the €3,875,630 relates to the reusable activities and services incurred on the Mater Site Development which can be utilised or transferred to support the project on the St. James's site.

(ii) Design Team:

In the accounts for the period ending December 2013, the €494,747 relates to the reusable activities and services incurred on the Mater Site Development which can be utilised or transferred to support the project on the St. James's site.

In September 2014, the new design team was appointed and consisted of:

- (i) Architecture - BDP
- (ii) Quantity Surveyor - Bruce Shaw
- (iii) M&E - Arup
- (iv) C&S - O'Connor Sutton Cronin
- (v) PSDP - HKTT
- (vi) Planning - GVA
- (vii) Traffic - Arup

The costs to December 2014 relate to the Stage 1 development of the Design for the St. James Site.

(iii) Site Development & Clearance Costs:		
During 2014 work was progressed on site investigations and surveys on the proposed site of the NCH within the St James's Hospital Campus and the surrounding environs. This information provides the appointed design team with factual information on the site and surroundings to help inform the developing design requirements and considerations required.		
(iv) Administration/other costs		
Analysis of administration/other costs at 31 December 2014		
	2014	2013
	€	€
Payroll costs	1,478,760	445,004
Board Fees	82,020	19,416
ICT	114,410	40,718
Legal Expenses	87,980	133,202
Procurement Fees	118,546	-
Other professional fees	170,201	137,727
Office expenses	24,817	7,767
Office fit out	117,188	-
Communications	98,257	79,263
Travel expenses	16,170	1,889
C&AG Audit fees	11,200	11,200
Internal Audit Fees	12,115	-
Insurance	16,994	14,178
Planning expenses	-	4,918
Financial Support	56,580	78,474
Health Planning	146,521	202,796
Other administration expenses	26,136	13,514
	<u>2,577,895</u>	<u>1,190,066</u>

4. Debtors		
	2014	2013
	€	€
HSE grants due (Note 9, page 31)	1,327,238	756,689
Other debtors and prepayments	426,464	5,483
	<u>1,753,702</u>	<u>762,172</u>

5. Creditors amount falling due within one year			
		2014	2013
		€	€
	Trade creditors	-	-
	Accruals	2,465,269	764,208
	Taxation creditors:		
	- PAYE/PRSI	38,158	7,380
	- PSWT	295,256	13,200
		2,798,683	784,788

6. Capital Account			
		2014	2013
		€	€
	Balance at 01 January	6,188,826	39,984,260
	Transfer (to)/from Income & Expenditure		
	- Capital Expenditure	7,830,115	1,706,152
	- Write down of construction wip	- 7,830,115	(33,795,434)
	Balance at 31 December	14,018,941	6,188,826

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7. Reconciliation of surplus / (deficit) to net cash flow from operating activities			
		2014	2013
		€	€
	Surplus / (deficit) for the year	-	-

8. Capital Commitments			
At 31 December 2014, the Board had the following capital commitments:			
		2014	2013
		€	€
	Contracted for but not provided in the financial statements		
	Within 1 year	13,625,866	-
	Between 1 and 2 years	6,319,485	-
	Between 2 and 5 years	13,387,335	-
	Total:	33,332,686	-

9. Related Parties

Advances and balances due from the Health Service Executive (HSE), which were all capital related, at the 31 December 2014 were:

	2014	2013
	€	€
Total capital grants notified by the HSE for the year	13,000,000	8,000,000
Opening balance due from HSE 1 Jan 2014	756,689	263,753
Capital expenditure incurred in the year	7,830,115	1,706,152
Less: Remittances from the HSE in the year	(7,259,566)	(1,213,215)
Less: Other Income	-	(1)
Balance due from the HSE at 31 December 2014	1,327,238	756,689

10. Premises

The NPHDB operates from offices provided by the St. James's Hospital campus which has been provided to us rent free, by St. James's Hospital.

11. Disclosure of members' interests

The Board has adopted procedures in accordance with guidelines issued by the Department of Finance in relation to the disclosure of interests by Board members and these procedures were adhered to during the year. There were no transactions in the year in relation to the Board's activities in which the Board's members had any beneficial interest.

