

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

**Minutes of the NPHDB Board Meeting held on 1 August 2018  
from 16.00 to 18.00**

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

**Attendance (Board)**

Tom Costello (Chairman)  
Tim Bouchier-Hayes  
Brian Fitzgerald  
Karl Kent  
John Martin  
Anne Butler  
Lorcan Birthistle  
Prof. Hilary Hoey  
Paul Quinn  
John Cole

**Apologies**

Liam Woods  
Marguerite Sayers

**Attendance (Other)**

Norman Craig, Commercial Advisor  
Phelim Devine, Design Director  
Jim Farragher, Finance Officer  
Fidelma Burke, On behalf of The Secretarial  
Company Limited –  
Board Secretary  
Vivienne Feaheny, On behalf of The Secretarial  
Company Limited –  
Board Secretary  
John Pollock, Project Director (Part By Phone)  
Pat Molloy, Construction Director  
Declan Holmes, Commercial Director  
Neil Vaughen, Project Controls

**Apologies**

Dr Emma Curtis, Medical Director

Agenda No.	Specific Issues/Decisions	Action By
<b>GOVERNANCE</b>		
<b>Quorum &amp; Chairman</b>		
	The Chairman noted that a quorum, being 5 Board Members, was present and the Meeting proceeded to business.	N/A
<b>1 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 PREVIOUS MINUTES</b>		
<b>2.1 Minutes of Previous Board Meeting</b>		
	<ul style="list-style-type: none"> <li>• The Minutes of the previous Meeting held on 4 July 2018 were approved and Tom Costello was authorised to sign them.</li> </ul>	Approved
<b>2.2 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 60: Mazars would issue a draft report in advance of the workshop to be held on the 27 August 2018. The report would then be brought before the Board in the September/October 2018 Meeting.</li> <li>• Action 66: It was noted that the design team's preparation for the submission of an amending fire cert application was ongoing. A date would be agreed for the final issue following completion of the GMP.</li> <li>• Action 77: There were discussions between the NPHDB and the CHG about operational policies in relation to any staff/visitor</li> </ul>	<p>Update to Action 60</p> <p>Update to Action 66</p> <p>Update to Action 77</p>

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	<p>suffering from vertigo and having sufficient access throughout the hospital. This matter was ongoing. The CHG will take responsibility for incorporating an appropriate solution into the finalisation of the operating policy for the hospital. Action Closed.</p> <ul style="list-style-type: none"> <li>Action Items 65 and 76 were closed with reference to supporting documentation within the Board papers.</li> </ul>	<p>Noted &amp; Closed</p> <p>Noted &amp; Closed</p>
<b>3</b>	<b>SI REMIT</b>	
<b>3.1</b>	<b>Monthly Project Update</b>	
	<i>Project Update from Phelim Devine</i>	
	<ul style="list-style-type: none"> <li>The Board was informed that the process for achieving the GMP had been progressing at pace with the NCH design team and the contractors were engaging on a daily basis.</li> <li>The Board noted that the alignment on quantities and costs to achieve the GMP figure was expected by mid-August with the support from the Independent Expert.</li> <li>The Board further noted that approval would be sought from the Board to the GMP, at a date to be decided in mid-August, with subsequent engagement with HSE and DoH to secure government approval in October 2018.</li> <li>The Board was informed that the Government approved the publication of the Children’s Health Bill 2018 with a commencement date of 1 January 2019. The Board was further informed that this Bill was before Seanad Eireann at its first stage on 10 July 2018.</li> <li>The Board noted that the ICT and Acute EHR supplier briefing session took place on 17 July 2018 with over 50 suppliers in attendance. Development workshops had commenced with the core areas being the main focus. These workshops will extend beyond the original target completion date of mid-July 2018. A revised plan from the CHG to determine the impact on the milestone of commencing procurement in September 2018 was being drafted.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>



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i)	<i>Design Update &amp; Planning – Phelim Devine</i>	
	<ul style="list-style-type: none"> <li>• The Board noted that the continued and primary focus of the NCH Design team, Contractors and NPHDB executive was the close out of the GMP process.</li> <li>• Given the design and budgetary challenges associated with the MEP design, a Peer review would be undertaken in August 2018 to check the robustness and appropriateness of this design. The Board noted that DSSR who are a large UK MEP design firm would undertake this work having been selected by tender for the work.</li> <li>• The Board further noted that the 146B application to An Bord Pleanala (“ABP”) encompassing modifications to the location of the surface carpark, inclusion of artwork and minor revisions to external works at Connolly Hospital had been approved by ABP.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p>
(ii)	<i>Construction Update including Drone Footage – Pat Molloy</i>	
	<ul style="list-style-type: none"> <li>• An update on the progress of the main construction works since the last Board Meeting was presented with main activities relating to: (a) Excavation, (b) Piling, (c) Utility Tunnel and (d) Drimnagh Sewer</li> <li>• (a) Excavation:- the bulk excavation was behind target over the past month due to constraints on the site. Large volumes were now being released with the closure of the old Energy Centre road and the decommissioning of the old utility tunnel. The key target for next month was to finish the capping beam from the Rialto entrance to Mount Brown and complete the anchoring releasing large quantities of remaining bulk excavation.</li> <li>• (b) Piling:- the raking anchors installation along Cameron square was well underway to the North side. Also to the North side the capping beam was in progress from Rialto to Mount Brown and infilled sections along the SJH boundary. Regarding the frame, the production was behind target and in B2 South, the first significant slab pour was complete, whilst preparations for the next large pour combining 2 zones was progressing well.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p>

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	<ul style="list-style-type: none"> <li>(c) Utility Tunnel:- North-South section was back filled, services installed, and the temporary road to SJH Energy Centre was now open. The pre-existing access road was now closed. The mechanical and electrical fit-out was practically complete with steam, MV, Medical Gases, BMS and fibres etc. all being commissioned. The old utility tunnel handover, strip out and demolition had commenced. The key target for next month was to complete excavation and demolition of old Utility Tunnel and register the Utility tunnel for BCAR.</li> </ul>	Noted
	<ul style="list-style-type: none"> <li>(d) Drimnagh Sewer:- the manhole construction was progressing well and was maintaining its current programme. The completion was scheduled for early September 2018.</li> </ul>	Noted
	<ul style="list-style-type: none"> <li>The Board noted the decommissioned old UG tanks at the SJH Energy Centre, and demolition had commenced of these. The key target for next month would be to complete the demolition thus releasing the piling and excavation to that area.</li> </ul>	Noted
	<ul style="list-style-type: none"> <li>The Board noted that the dust was still an issue for residents at O'Reilly avenue. BAM had installed a new dust suppression system. The Board further noted that noise was also an issue for residents in Cameron Square and O'Reilly Avenue.</li> </ul>	Noted
	<ul style="list-style-type: none"> <li>It was noted that there were three tower cranes installed and in use and one more would be added by the end of July 2018.</li> </ul>	Noted
	<ul style="list-style-type: none"> <li>A 'Construction Dash Board Report' dated July 2018 was circulated to the Board. This included various key performance indicators relating to Health &amp; Safety, Environmental, Earthworks, Piling, Design Packages etc. It was noted that there were 31,165 man hours on site in July 2018, with an average number of 190 personnel and there were no health and safety incidents to report. The Board noted that the accident frequency rate ("AFR") was 0.33 per 100,000 hours.</li> </ul>	Noted
	<ul style="list-style-type: none"> <li>The Board noted that the completion date for the crèche and decant in Tallaght was 20 July 2018 but this had been extended to the end of August/early September. This was due to BAM having difficulties with their D&amp;B sub-contractor. It was further noted that the outstanding works were to remove the remainder of the site hoarding, paint internally, lift installation, floor finishes, white rock finishes, IPS units and sanitary-ware.</li> </ul>	Noted



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	<ul style="list-style-type: none"> <li>• The satellite site construction at Connolly was progressing well with mechanical and electrical installations on all levels. The Board noted that the roof membranes and window frames to all floors were completed.</li> <li>• The Board noted that there was an error in the Board pack with the data for the satellite sites wherein it was documented that there was an accident on site but the Board was informed that this was a typographical error and there was no accident on site this month.</li> <li>• The Board noted the key targets for the next period; August 2018.</li> <li>• John Pollock left the phone link to the Meeting</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
<i>(iii) GMP Update; Declan Holmes/Norman Craig</i>		
	<ul style="list-style-type: none"> <li>• The Board was provided with a review of the key objectives of the procurement strategy which was developed nearly four years ago and these included:               <ul style="list-style-type: none"> <li>• Development of the NCH Building procurement and contract strategy</li> <li>• Start work on site as early as possible after planning approval/enabling</li> <li>• Appoint suitable main contractor who would contract to undertake the entire project</li> <li>• Split tender into two phases</li> <li>• Tender was to be based on a bill of approx. quantities, design and specification information.</li> <li>• Obtain international interest in the project</li> <li>• Tender to main contractors and specialist mechanical and electrical contractors</li> <li>• Post tender award, early engagement with main and specialist contractors to finalise the design leading to a GMP</li> <li>• Include provision in contract for determination of contract sum by independent expert.</li> </ul> </li> <li>• The Board noted that the commitment to conclude the GMP by the end of June 2018 was not achieved and it was apparent to the NPH that an intervention to the process could potentially</li> </ul>	<p>Noted</p> <p>Noted</p>

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	<p>exacerbate the delay for a number of months. The consequences of such a delay were very significant.</p>	Noted
	<p>It was imperative that the GMP process was concluded whatever the outcome. An intervention to the process would result in;</p> <ul style="list-style-type: none"> <li>• Reverting to tender specifications and details in instances where Value Engineering (VE) would not deliver a saving. This would involve revising the drawings and specifications and another round of Contractor validation would have taken several months.</li> <li>• A GMP could not be instructed before an aligned set of drawings specification and corresponding price was achieved.</li> <li>• An overall delay to the construction critical path programme with significant delay costs per month</li> <li>• Continue to incur additional contractors pre-Phase B cost</li> </ul>	Noted
	<ul style="list-style-type: none"> <li>• As the decision to award Phase B would not be achieved by the end of August 2018 the Board was informed about a number of key decision options that would have to be considered by the Board. A total of six options were discussed and considered.</li> </ul>	Noted
	<ul style="list-style-type: none"> <li>• The Board agreed that option 3 was the most feasible and should be progressed for approval by the relevant stakeholders; <ul style="list-style-type: none"> <li>○ <b>Option 3</b> continue with Phase A works, bring forward some Phase B Critical Path activities (such as Contractor coordination and pre order of fabrication slots for key equipment and material items) into Phase A, complete the GMP, award Phase B works to BAM in October 2018.</li> </ul> </li> </ul>	Noted
	<ul style="list-style-type: none"> <li>• The Board advised that in consideration of the Phase B critical activities that were to be brought forward to protect the critical path the extent of same should consider if there was a delay in the approval of the GMP/revised budget by the relevant stakeholders before the instruction to proceed with Phase B.</li> </ul>	Noted

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	<ul style="list-style-type: none"> <li>It was noted that BAM/Jones/Mercury had provided the detail of the critical activities that would need to be moved from Phase B to Phase A in order to protect the critical path. These were being reviewed in detail so that a final recommendation in terms of budget can be set out for final approval.</li> </ul>	Noted
<i>(iv) Budget Update</i>		
	<ul style="list-style-type: none"> <li>The Board was informed that a full GMP Budget update would be provided at an additional Board meeting on the 21 August 2018. This update would inform the Board with the details to support the request to seek approval from the HSE and DOH to instruct Phase B of the contract. Once approved by the Board then the details would be circulated to the Government for its decision to instruct Phase B by the end of October 2018.</li> <li>The Board further noted from the cashflow re-forecast that the expected spend was in line with the HSE funding for 2018.</li> </ul>	Noted  Noted
<b>3.2 FINANCE</b>		
<i>(i) Financial Results June 2018 – Jim Farragher</i>		
	<ul style="list-style-type: none"> <li>A report of the financial results for June 2018 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 June 2018 were €1.365m under budgeted costs, which was mainly attributable to Construction costs. It was further reported that payments for June 2018 totalled €9.4 million. The Board noted all the purchase orders raised in June 2018 as contained within the report.</li> <li>The Board noted that the total spend to date was €182,318,046.</li> </ul>	Noted  Noted & Approved  Noted



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<i>(ii) Finance Update and Sub-Committee Update</i>		
<ul style="list-style-type: none"> <li>The Board noted that financial statements were being finalised with C&amp;AG.</li> </ul>		Noted
<ul style="list-style-type: none"> <li>The Board further noted the budget update and cash-flow reforecast which had been discussed as separate items.</li> </ul>		Noted
<b>5 AOB</b>		
<ul style="list-style-type: none"> <li>The Board was informed that the report prepared by EY to the D8 Urban Regeneration Joint Working Group had been completed and would be made available at the September 2018 Meeting.</li> </ul>		Noted
<ul style="list-style-type: none"> <li>The Board noted and approved the reappointment of the Members to the Board as contained within the DoH letters as listed in the Board supporting documentation.</li> </ul>		Noted & Approved
<b>6 BOARD SUPPORTING DOCUMENTATION</b>		
<ul style="list-style-type: none"> <li>Draft minutes of the Construction Sub-Committee Meeting held on 2 July 2018 were noted.</li> </ul>		Noted
<ul style="list-style-type: none"> <li>Draft minutes of the Joint Construction &amp; Finance Sub-Committee Meeting held on 2 July 2018 were noted.</li> </ul>		Noted
<ul style="list-style-type: none"> <li>Draft minutes of the Design Sub-Committee Meeting held on the 4 July 2018 were noted.</li> </ul>		Noted
<ul style="list-style-type: none"> <li>Draft minutes of the HTEG Meeting held on 9 July 2018 were noted.</li> </ul>		Noted
<ul style="list-style-type: none"> <li>Draft minutes of the Equipment Procurement Strategy Board May to July 2018 were noted.</li> </ul>		Noted
<ul style="list-style-type: none"> <li>DOH Letter to JP re Letter of Appointment Chairman dated 3 July 2018 was noted.</li> </ul>		Noted

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	<ul style="list-style-type: none"> <li>• DOH Letter to Tom Costello re Reappointment of Members to NPH Board dated 18 July 2018 was noted.</li> <li>• DOH Letter to Tom Costello re Reappointment of Anne Butler to NPH Board dated 19 July 2018 was noted.</li> <li>• DOH Letter to Tom Costello re Reappointment of Chairman to NPH Board dated 3 July 2018 was noted.</li> </ul>	<p>Noted</p> <p>Noted</p> <p>Noted</p>

**Next Meeting:**

**5 September 2018 in the Boardroom, Herberton, St. James Walk, Rialto, Dublin 8 at 16.00hrs.**



Tom Costello  
Chair