

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

**Minutes of the NPHDB Board Meeting held on 3 October 2018
from 16.00 to 17.45
Herberton Boardroom, St. James Walk, Rialto, Dublin 8**

Attendance (Board)

Tom Costello (Part -Chairman)
Paul Quinn (Part -Chairman)
Tim Bouchier-Hayes
Brian Fitzgerald
Karl Kent
John Martin
Anne Butler
Liam Woods
Marguerite Sayers
John Cole
Lorcan Birthistle

Apologies

Attendance (Other)

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

Apologies

Dr Emma Curtis, Medical Director
Declan Holmes, Commercial Director

Agenda No.	Specific Issues/Decisions	Action By
GOVERNANCE		
Quorum & Chairman		
	The Chairman noted that a quorum, being 5 Board Members, was present and the Meeting proceeded to business. In the absence of the Chair and Deputy Chair at the commencement of the meeting Paul Quinn agreed to Chair.	N/A
1 DECLARATIONS OF INTEREST OR CONFLICTS		
	<ul style="list-style-type: none"> • Following enquiry, it was noted that there were no new declarations of interest or conflicts to be declared. 	Noted
2 PREVIOUS MINUTES		
2.1 Minutes of Previous Board Meeting		
	<ul style="list-style-type: none"> • The Minutes of the previous Meeting held on 5 September 2018 were approved and the Chair was authorised to sign them. 	Approved
2.2 Review of Matters arising		
	<ul style="list-style-type: none"> • 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: • Action 60: Mazars issued their draft report and the report would then be brought to the Audit & Risk Committee on 22 October 2018. • 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. • Action 78: It was noted that options are being considered by a sub-group and would be developed as part of the closure of the GMP process in advance of the next Board Meeting. 	<p>Update to Action 60</p> <p>Update to Action 66</p> <p>Update to Action 78</p>

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	<ul style="list-style-type: none"> • Action 81: A report would be drafted to consider and prepare for the possible directions that the Board may determine upon the completion of the GMP process. The Board noted that key issues were currently being considered. • <i>Tom Costello and Tim Bouchier-Hayes joined the Meeting</i> • Action 84: The Board was provided with an update surrounding the Meeting held with BAM in relation to the delay with Phase A which they were responsible for which resulted in a delay with Phase B. The Board was further informed that discussions were continuing and that BAM caveated slightly to an extension however this would be subject to conditions and that BAM reserved their rights under the contract. 	<p>Update to Action 81</p> <p>Noted</p> <p>Update to Action 84</p>
3	SI REMIT	
3.1	GMP UPDATE	
	<i>i) Update from Pat Molloy</i>	
	<ul style="list-style-type: none"> • The Board was informed that a meeting had taken place with BAM, JEG and Mercury executives on 13 September 2018 and a verbal commitment was given by Mercury and BAM for 3 month, cost free, time-extension on pre-phase B. • The Board noted that there was a contractual amendment issued to BAM for an agreement and signing to ensure the 3 month extension to 2 December 2018 was legally binding. • The Board was informed that the objective was to close out the packages for both mechanical and electrical subject to BAM commitments. Both mechanical and electrical would be signed off on 5 October 2018. There would be 77 CSA packages signed off with the exception of 2 packages that would need to go to the Independent Expert for review. • The Board noted the detailed interaction rules and timeline agreed between Linesight and the contractors to finalise and signoff individual packages, complete review and assessment of BAM claim items submitted on 24 August 2018. This was scheduled to conclude by 19 October 2018 and needed to be 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

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	<p>rigidly adhered to.</p> <ul style="list-style-type: none"> <li data-bbox="229 389 1133 533">• The Board remarked that BAM had not delivered, and questioned whether the various design and contractor teams are fit for purpose to deliver a project of this scale and complexity. <li data-bbox="229 577 1133 757">• The Board noted that the fees originally bid for the project were not sustainable in the current market and further noted that the inflation clause in the contract based on CPI did not reflect wage inflation in the industry which was generally aligned to construction inflation. <li data-bbox="229 801 1133 981">• The Board reiterated the importance of closing out the packages and that going forward it was essential to have a collaborative model. It was vital to review teams and ensure that they delivered exactly what was needed and that additional resources were covered in the scope. <li data-bbox="229 1025 1133 1160">• The Board was informed that the CHP&P Board meeting who's Chair was Secretary General of DoH, was held on 19 September 2018 and a detailed discussion on the projected GMP costs took place. <li data-bbox="229 1205 1133 1608">• The Chair was in receipt of a letter from the DoH which was read out to the Board. The DoH requested a report from the Board with a comprehensive breakdown of factors and elements that increased the associated costs. The Board requested that the report be sufficiently well developed both factually and descriptively with the inevitable consequences outlined. It was further noted that the Board would request that the CHP & P Board meeting would be re-arranged to an alternative date at the end of October 2018. The report would be brought to a joint Finance & Construction Sub Committee for review on 22 October 2018 prior to issue to the DoH. <li data-bbox="229 1653 1133 1796">• It was noted that the working group of the Board and Executive would develop a Contingency Plan B contractor procurement strategy in the event the GMP was not awarded to BAM. <li data-bbox="229 1841 1133 1975">• The Board noted that although discussions in relation to provisions and packages took place in great detail on 1 October 2018 it was difficult to foresee that it would all be agreed by the following Tuesday. The Board further noted the 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted & Action 86</p> <p>Noted</p>

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	target was to finish assessment of all claims and matters by 19 October 2018. The Board agreed that the GMP should not be delayed because of a claim.	Noted
	<i>ii) Design Update – Phelim Devine</i>	
	<ul style="list-style-type: none"> • The Board was informed that the key tasks for the Design team leader was to coordinate Design team deliverables, RFI's, clarifications on design and measure, and agreed exclusions to correspond with the financial agreements being led by the PQS. • The MEP Peer review had been completed and a draft report had been issued to the Executive. This would be reviewed by the Executive and the MEP consultant. The next steps were to agree the final content before the final report would be issued to the Design SC. The draft report confirms that the MEP design was appropriate when benchmarked against large international hospitals and was of a good quality. • The Board noted that specific challenges concerning part of the audiology-department under the main entrance piazza had been resolved with the CHG and dedicated integrated commissioning meetings had been set up by the CHG for Connolly. • The Board was informed that the NCH Design team were progressing well with the Independent Peer review of the model for LOD 300 compliance. • The Board noted that the new Quality Manager had commenced a review of the BAM QA/QC procedures and would highlight areas of improvement. 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
	<i>iii) Construction Update – Pat Molloy</i>	
	<ul style="list-style-type: none"> • 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, and (c) Drimnagh Sewer 	Noted

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	<ul style="list-style-type: none"> • (a) Excavation:- the bulk excavation had continued in September but it was still behind weekly targets over the past month. The bulk excavation continued in the North and more areas were becoming available. The B3 North excavation was progressing and blinding was in progress. The bulk dig was advancing to full extent of B1 south along the St James hospital boundary with only the ramp remaining. • (b) Piling:- the raking anchors installation along Cameron square was complete to the North side. Also to the North side the capping beam was in progress from Rialto to Mount Brown and the capping beam continues along Mount Brown steps. The key target for October 2018 was to finish capping beam from Rialto entrance to Mount Brown and complete anchoring; recommence piling production in the remaining sections in North; demolish and remove all redundant drainage manholes and old Drimnagh sewer; agree on Integrated Programme and GMP and have a new realigned central road which would open in October 2018. • (c) Drimnagh Sewer:- the diversion was completed in early September 2018 using temporary by-pass. • The Board noted that the B2 slab in the South had been completed this month and the B2 rising elements were in progress. • The Board further noted that although there were several calls from the neighbours and community, there was no particular focus area this month. • A 'Construction Dash Board Report' dated September 2018 was circulated to the Board. This included various key performance indicators relating to Health & Safety, Environmental, Earthworks, Equipping, Design Packages etc. It was noted that there were 45,204 man hours on site in September 2018, with an average number of 147 personnel. There were 2 incidents to report where a Kwik operative slipped on a B2S slab and broke their right wrist and a teleporter operative slipped exiting the teleporter on the Northern excavation and suffered a sprain. • There was one incident to report this month in the Satellites where an Actavo/NSR operative worked directly off a cable 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted & Action 87</p>

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	<p>tray at Tallaght hospital substation risking a fall from height. The Board noted that this was a high potential near miss.</p> <ul style="list-style-type: none"> • The Board noted that the accident frequency rate ("AFR") was 0.53 per 100,000 hours in NCH and 0.79 per 100,000 hours at the satellites. The Board found this very alarming and requested that a letter issue to BAM highlighting their concerns in relation to the statistics provided to them. • The Board noted the progress at the satellite site at Tallaght and in particular that the service tie-ins were complete and ready to go live. It was further noted that the external landscaping and external façade was almost complete and the external play area (crèche) and fencing was complete however significant issues remained with the Sub-Contractors progress. • The satellite site construction at Connolly was continuing with mechanical and electrical installations progressing well. The Board noted the power shut down to the East substation was planned for 13 October 2018 and a power on would follow. • The Board noted all the key targets for the next period; October 2018. 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
<p>3.2 D8 URBAN REGENERATION JOINT WORKING GROUP – John Martin</p>		
	<ul style="list-style-type: none"> • The Board had endorsed two reports at the previous Meeting from the Dublin 8 Regeneration Joint Working Group named "Maximising the Potential" and EY's second report "The Dublin 8 Health and Innovation Hub" encompassing the innovation district. • The Board was informed that the reports were further endorsed by St James Hospital and the Coombe and a programme meeting had been arranged with the Department of Enterprise Ireland and the Universities. A meeting would then be arranged with the Department of An Taoiseach. 	<p>Noted</p> <p>Noted</p>

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3.3 FINANCE		
<i>(i) Financial Results August 2018 – Jim Farragher</i>		
	<ul style="list-style-type: none"> • A report of the financial results for August 2018 was presented to the Meeting, copies of which had been circulated to the Board in advance. • It was reported that actual costs for August 2018 were €6.1 under plan, which was mainly attributable to Construction costs. The Board noted that the Design Team fees were over plan and this was mainly attributable to timing of expenditure and programme execution. It was further reported that payments for August 2018 totalled €12.0 million. The Board noted all the purchase orders raised in August 2018 as contained within the report. • The Board noted that the total spend to date was €202,485,640. 	<p>Noted</p> <p>Noted & Approved</p> <p>Noted</p>
<i>(ii) Finance Sub-Committee Update – Paul Quinn</i>		
	<ul style="list-style-type: none"> • The Board was informed that there were no change orders to consider and approve. The early warning change order for the construction of the Tallaght Transformer required further work. • The Board was updated on the appointment of Blackrock Expert services and further detail would be provided at the next Meeting with more of a defined scope of services. • The Board was informed about the proposed purchase order for pre-phase B works and that the Executive would seek for clarification from the HSE on approving of funding for pre-phase B works. . • The Board was updated about the MES Cost Benefit Analysis paper presented by EY. It was noted that the DPER needed to confirm their feedback and approval regarding the content before the revised final document would be before the Board for approval. 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

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	<ul style="list-style-type: none"> The Design team's fee's would be considered and reviewed comprehensively post GMP. 	Noted & Update to Action 88
4	CORRESPONDENCE	
	<ul style="list-style-type: none"> The Board noted the letter from BAM dated 5 September 2018 regarding the NPH GMP Process The Board further noted the letter from NPH to BAM dated 7 September 2018 The Board noted the NPH letter to BAM regarding the extension of GMP review period dated 19 September 2018 	<p>Noted</p> <p>Noted</p> <p>Noted</p>
5	AOB	
	<ul style="list-style-type: none"> The Board noted that the Faculty of Paediatrics had not re-nominated Professor Hoey as a Board member. The Board wished to thank Professor Hoey for her invaluable contribution throughout her term. The Board was informed about the proposed Bus Connects project and the Dublin Area Bus Network Redesign. The Board noted the proposal to have a bus gate between the Mount Brown and St James Street entrances. The Board noted that this will require the traffic impact assessment carried out as part of the EIS to be updated with the potential to significantly impact the vehicular accessibility to the campus. The Board requested further consultation with Bus Connect to ensure that any bus routes or lanes going through the campus would not impact the vital access to the hospital. The Board further noted the EHR update and that Final approval of the business case was expected in early October 2018. It was progressing however the Peer Review process in the DPER was creating time slippage. 	<p>Noted & Action 85</p> <p>Noted</p> <p>Noted & Action 89</p>

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6	BOARD SUPPORTING DOCUMENTATION	
	<ul style="list-style-type: none"> NCH briefing update note to stakeholders DOH and HSE dated 7 September 2018 was noted. 	Noted
	<ul style="list-style-type: none"> Draft Joint Construction & Finance Sub-Committee minutes dated 20 September 2018 was noted. 	Noted
	<ul style="list-style-type: none"> Draft CHP&P Steering Group minutes dated 27 August 2018 was noted. 	Noted
	<ul style="list-style-type: none"> CHP&P Board Chair's update dated 7 September 2018 was noted. 	Noted
	<ul style="list-style-type: none"> National Acute EHR update for NPHDB October 2018 	Noted
	<ul style="list-style-type: none"> CBA presentation by EY 'Conclusions' was noted. 	Noted

Next Meeting:

7 November 2018 in the Boardroom, Herberton, St. James Walk, Rialto, Dublin 8 at 16.00hrs.

Tom Costello
Chair