

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

**Minutes of the NPHDB Board Meeting held on 5 December 2018
from 16.00 to 18.45
Herberton Boardroom, St. James Walk, Rialto, Dublin 8**

Attendance (Board)

Tom Costello (Chair)
Paul Quinn
Tim Bouchier-Hayes
Brian Fitzgerald
Karl Kent
John Martin
Lorcan Birthistle
Anne Butler
Liam Woods
Jonathan Hourihane

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
Richard Fitzpatrick, Director Project Controls
Dr Emma Curtis, Medical Director
Declan Holmes, Commercial Director
Neil Vaughan, Project Controls

Apologies

Marguerite Sayers
John Cole

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.	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 7 November 2018 were approved and the Chair was authorised to sign same. 	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 66: It was noted that the Design team's preparation for the submission of an amending fire certificate application was ongoing. A date would be agreed for the final issuance following completion of the GMP. • Action 81: A meeting had taken place and a strategy paper was in place. A draft presentation, statement, Q & A and contacts list from the NPH had been prepared and approval would be sought from DoH, HSE and Department of An Taoiseach. • Action 88: A meeting had been taken place with the CEO's of 4 Design team members to discuss the performance to date, 	<p>Update to Action 66</p> <p>Update to Action 81</p> <p>Update to Action 88</p>

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	<p>extended requirements, the team structure, a dedicated leader and the overall function of the team, the calibre of resources in place to deliver the project and the accuracy and design completeness and a further meeting would take place to resolve the issues.</p>	
3	SI REMIT	
3.1	GMP UPDATE	
	<i>i) Update from John Pollock/Declan Holmes</i>	
	<ul style="list-style-type: none"> The Board noted that the NPHDB report "Process to GMP" November 2018 had been issued to the HSE and shared with the DoH. 	Noted
	<ul style="list-style-type: none"> The Board was informed that the findings and recommendation of the report was presented at the CHP&P Board meeting on 16 November 2018. The Board was further informed that the HSE undertook to obtain external support to interrogate the NPH's recommendation to award the GMP. 	Noted
	<ul style="list-style-type: none"> The NPH facilitated by the DoH had provided updates on the GMP and overall costs to the Department of An Taoiseach & DPER. 	Noted
	<ul style="list-style-type: none"> The Board noted the draft report completed by Mazars, on behalf of the NPH, on the preliminary observations in relation to the construction capital cost escalation on the NCH. The Board noted that the report would be discussed further as a separate agenda item. 	Noted
	<ul style="list-style-type: none"> The Board noted that this report would also be issued to the HSE and Department. 	Noted
	<ul style="list-style-type: none"> The Board was informed that although the 3 December 2018 had been the deadline to make a decision on awarding the GMP, they had been granted a two week extension at no additional costs however, after 17 December 2018, additional costs may be incurred. 	Noted

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	<ul style="list-style-type: none"> The Chair informed the Board that he met with the DoH Secretary General who had been in receipt of a letter from the NPHDB summarising the essence of the report and the timing of the GMP. 	Noted
	<ul style="list-style-type: none"> The Board noted that there would be a meeting with the Minister for Finance next week. 	Noted
	<ul style="list-style-type: none"> The Commercial Director informed the Board, through discussions and meetings with the Finance Committee, of what needs to be achieved going forward and how they would implement the findings of the Mazars report. There would be a two day workshop with Blackrock, a company based in London that works with mega projects, on protecting the GMP, controlling change and maintaining appropriate record keeping. 	Noted
	<ul style="list-style-type: none"> The Board was informed about the appointment of 'Change Management Gatekeepers' who would be tasked with identifying, limiting and controlling the packages that have changes to the agreed budget. There would be an early warning log and a change tracker log. This would then be brought forward to the Finance sub-committee. 	Noted
	<ul style="list-style-type: none"> The Board was further informed about the proposed risk and opportunities weekly meeting involving three contractors. There would be savings identified and tracked at weekly Monday meetings. 	Noted
	<ul style="list-style-type: none"> The Board insisted however that the Design team must deliver on time to budget and that the concept for change should not be an option. 	Noted
	<ul style="list-style-type: none"> The Board requested a commitment from the Design Team that what they would be producing matches in line with the GMP and that the drawings would be published on time with no room for change. 	Noted
	<ul style="list-style-type: none"> The Board further requested that the appointed 'Champions' attend a Board meeting to meet the Board. 	Noted

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ii)	<i>Mazars Governance/ Structure Review Report and draft Report on GMP – Brian Fitzgerald/Tom Costello</i>	
	<ul style="list-style-type: none"> • The Board was informed that there would be a governance review with internal groups and they would be finalising the report with Mazars on Friday. The Board noted that they would be discussing the role in the management structure and in particular a role that would question/challenge expenditure as a result of the capital cost escalation that occurred. • The Board discussed draft GMP Report, the key lessons to be learned and preliminary recommendations for change. • The Board further reiterated, and as recommended in the report, that the Design Team should provide specific assurance in a suitable manner that the completed final design and GMP would deliver the NCH as specified by the end users and within the limit of agreed GMP. 	<p>Noted</p> <p>Noted</p> <p>Noted</p>
3.2	DESIGN UPDATE – Phelim Devine	
	<ul style="list-style-type: none"> • The Board had recommended that the Design Team provide additional resources to deal with approaches taken by the contractors. This would require additional investment by the Design Team. It was also imperative that appropriate leadership was put in place by the Design Team as a whole. • The Board noted that specific design work to support the procurement of non-medical equipment (public realm furniture and workspaces) for Connolly was complete and tenders for equipment not procured through HBS/OGP frameworks would issue in December 2018. The final coordination and positioning of furniture was being finalised with the Architects. • The manifestations/graphics for Connolly were being progressed by the CHG through a procured graphic artist. The agreed theme was indigenous animals, flora and fauna represented through a triangular module akin to origami which the children could make while waiting. • The Board noted that an integrated Connolly commissioning plan had been agreed with CHG and integrated commissioning meetings were progressing well. 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

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	<ul style="list-style-type: none"> • The NCH Design Team was progressing with the Independent Peer review of the model for LOD 300 compliance for MEP and CSA. The Board noted that the Independent reviewers had been agreed between the Design Team and contractors. The reviews would complete by December 2018. • The Board was informed that the NPHDB Quality Manager was carrying out ongoing reviews of the BAM QA/QC procedures and had highlighted many areas of improvement. Agreement of the procedure aligned to the site inspectorate team was ongoing. 	<p>Noted</p> <p>Noted</p>
<p><i>iii) Construction Update – Pat Molloy</i></p>		
	<ul style="list-style-type: none"> • An update on the progress of the main construction works since the last Board Meeting was presented relating to: (a) North, and (b) South • (a) North:- the secant pile wall for the basement was complete and the family accommodation piling would follow. The work had commenced on the remaining sections of the capping beam south of Energy Centre. The maintained excavation volumes was at 6,000m³/week. The focus had been on B3/Cameron Square excavation following the installation of the large prop. There were now 5 tower cranes on site. • (b) South:- with regards to B2, the rising elements, including the perimeter retaining wall, was well advanced and the precast columns were installed. The under slab drainage west of B2 was largely complete and the blinding was underway. The suspended slab was largely complete and the remaining ground anchors were now in place on B1. • The Board noted the key targets for December 2018 which included the installation of the remaining props along Cameron Square and finish the last excavation to B2; complete piling for family accommodation unit; the installation of temporary piles to North of new central road, progress excavation of former central road; complete B3 floor plate and release B2 East and that they would install under slab draining/blinding. 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

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	<ul style="list-style-type: none"> • A 'Construction Dash Board Report' dated November 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 38,190 man hours on site in November 2018, with an average number of 225 personnel. There was four incidents to report which included two shutter slip incidents, an embankment incident and a reportable incident where a Kwik operative fell and broke his right leg. Concerns were raised in relation to the accident frequency ratio on site and BAM were written to. • The Board noted the progress at the satellite site at Tallaght and in particular that the decant and crèche were complete and had received substantial completion on 22 November 2018 and BCAR had been received also. • The satellite site construction at Connolly was continuing with mechanical and electrical installations on all levels. The Board noted that the new car park had commenced and that the electrical power was on as of 30 November 2018. • The Board noted the dirt issues due to road dirt being carried out by the trucks and this was being addressed with additional wheel washing. 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
3.2 FINANCE		
<i>(i) Financial Results October 2018 – Jim Farragher</i>		
	<ul style="list-style-type: none"> • A report of the financial results for October 2018 was presented to the Meeting, copies of which had been circulated to the Board in advance. • It was reported that actual costs for October 2018 were €153K over plan, which was mainly attributable to timing of expenditure and programme execution regarding the Design Team fees (over plan) and the construction cost (under plan). • It was further reported that payments for October 2018 totalled €8.6 million. The Board noted all the purchase orders raised in October 2018 as contained within the report. • The Board was informed that the October 2018 Y-T-D HSE 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>


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	<p>funding received was €80,035,934 and the spend of the HSE approved funding allocation for 2018 was in line with revised forecasts.</p> <ul style="list-style-type: none"> • The Board noted that the total spend to date was €227,735,257. 	Noted
	<i>(ii) Finance Sub-Committee Update – Paul Quinn</i>	
	<ul style="list-style-type: none"> • The Board was informed that the Satellite Design Team had given a presentation to the Finance sub-committee which covered the various areas where the construction claims arose including the compensation events allowed under the contract. The Board noted that the claims from the Mechanical contractor resulted from under-measures. • The Board approved the following change orders ("CO") as presented to the Finance sub-committee meeting with a total change order issued for the period net of VAT €3,066,709: <ul style="list-style-type: none"> ➢ CO #262 ➢ CO #264 ➢ CO #265 ➢ CO #268 ➢ CO #270 ➢ CO #271 • The Board noted that the above CO were all for BAM regarding the satellite centres. 	Noted & approved
	<ul style="list-style-type: none"> • The Board noted that the DoH/HSE reviews were proposing a potential cap per day for parking charges at hospital car parks. If implemented, this would impact significantly on the value of the car park and funding that could be achieved from leasing it. 	Noted
3.4 Procurement (Company Secretary Tender Outcome)		
	<ul style="list-style-type: none"> • The Director Project Controls presented the outcome from the tender evaluation for Board Secretarial Services which had identified McCann FitzGerald as the most economically advantageous tender. 	Noted
	<ul style="list-style-type: none"> • He explained the tender evaluation report had been brought to the Procurement Sub-Committee at their meeting of the 26 	Noted

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	<p>November and they had confirmed their agreement to the outcome and recommended this be brought to the Board for approval.</p> <ul style="list-style-type: none"> The Board approved the outcome and confirmed the appointment of McCann FitzGerald for the provision of Board Secretarial Services to the NPHDB. 	<p>Record</p> <p>Noted</p>
4	CORRESPONDENCE	
	<ul style="list-style-type: none"> DOH Letter to Tom Costello Re: Establishment of Children’s Health Ireland dated 28 November 2018 was noted. DOH Letter to Tom Costello Re: Prof J. Hourihane and his appointment to the Board dated 3 October 2018 was noted. 	<p>Noted</p> <p>Noted</p>
5	AOB	
	<ul style="list-style-type: none"> The Board noted that the procurement of medical and non-medical equipment for Connolly OP&UCC was progressing well, with the Health Business Services (“HBS”) frameworks being confirmed as appropriate for sourcing the required equipment. There was a small number of value items the NPH team was procuring and currently all procurement processes were in place to meet the construction programme and commission of the OP&UCC. The Board further noted that the procurement model adopted for Connolly OP&UCC equipping would be replicated for Tallaght OP&UCC. The NPH project team had carried out an analysis of the procurement timeline necessary to deliver the MES to meet the NCH construction programme and this confirmed that the MES procurement must commence in the New Year. The Board noted that the development of the procurement strategy and budget costings for equipping the NCH with non-MES equipment (medical and non-medical) was ongoing and further discussions would take place with HBS with regards to their support to the NPHDB with equipment procurement. 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

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	<ul style="list-style-type: none"> • The Board noted further engagement on the Dublin 8 Health and Innovation Centre Report would be deferred until after a decision on the Phase B works. • The Board noted the enactment of the Children’s Health Bill 2018 and the amendments to the NPH SI. 	<p>Noted</p> <p>Noted</p>
6	BOARD SUPPORTING DOCUMENTATION	
	<ul style="list-style-type: none"> • Draft Mazars GMP Report dated 26 November 2018 was discussed at the Meeting. • Draft Finance Sub-Committee Meeting minutes dated 28 November 2018 was noted. • Draft Design Sub-Committee Meeting minutes dated 7 November 2018 was noted. • Draft Construction and Finance Sub-Committee Meeting minutes dated 31 October 2018 was noted. • Draft Procurement Sub-Committee Meeting minutes dated 26 November 2018 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
	<ul style="list-style-type: none"> • Draft CHP&P Steering Group Meeting minutes dated 22 October 2018 was noted. • Draft CHP&P Steering Group Meeting minutes dated 19 September 2018 and 16 November 2018 was noted. • National Acute EHR update for NPHDB December 2018 was noted. • The Children’s Health Bill 2018 was circulated and noted. • SI 246 of 2007 Consolidated and Amended as per Commencement Order 2018 was noted. 	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

Next Meeting:

**9 January 2019 in the Boardroom, Herberton, St. James Walk, Rialto, Dublin 8
at 16.00hrs.**



Tom Costello
Chair

Timothy Bouchiera Hayes