

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

**Minutes of the NPHDB Board Meeting held on Wednesday, 11 September 2019
from 16.00 to 17.45
Herberton Boardroom, St. James Walk, Rialto, Dublin 8**

Attendance (Board)

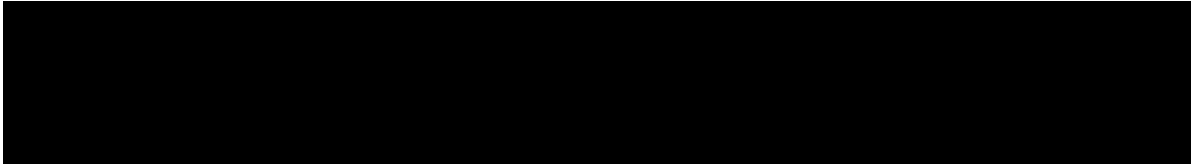

Fred Barry (Chairman)
Brian Fitzgerald
John Cole
Karl Kent
Liam Woods




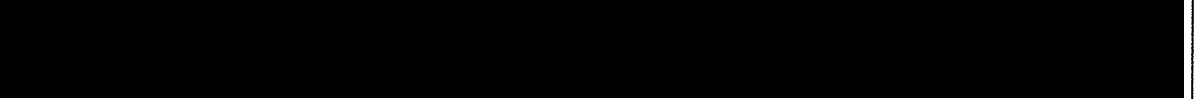

Attendance (Other)

Jack Golden, Interim Chief Officer
Phelim Devine, Interim Project Director
Norman Craig, Commercial Advisor
Ed McIntyre, Construction Director
Declan Holmes, Commercial Director
Neil Vaughan, Project Controls
Richard Fitzpatrick, Director of Project Controls
Jim Farragher, Finance Officer
Emma Curtis, Medical Director
Ray Hunt, On behalf of HMP Secretarial Limited
– Board Secretary
Joseph O'Donohue, On behalf of HMP
Secretarial Limited – Board Secretary

Apologies

Tim Bouchier-Hayes (Vice Chair)
Anne Butler
Lorcan Birthistle

1.0	Quorum & Chairman
	<p>The Chairman noted that a quorum, being five Board Members, was present and the meeting proceeded to business.</p> <p>It was noted that Jonathan Hourihane had resigned from the Board, and the Members expressed their gratitude for his service and contribution to the Board and Project.</p>
2.0	Declarations of Interest or Conflicts of Interest
	<p>In accordance with Section 19 of Statutory Instrument 246/2017, the Board members confirmed that there were no new declarations of interest or conflicts of interest to be disclosed.</p>
3.0	Previous Minutes
	<p>The Board reviewed the Minutes of the Board Meeting held on 7 August 2019.</p> <p>Following consideration, IT WAS RESOLVED THAT the Minutes were approved for signature by the Chairman.</p>
3.1	Action Items arising from Minutes
	<p>The Board received an update in relation to the current actions on the Action List and the Secretary undertook to amend the Action List in accordance with the comments provided.</p>
4.0	Project Update Summary
	<p>The Board received a presentation of the Project Update. It was noted that, further to comments made by Board members at the 7 August 2019 Board meeting, the Executive was taking steps to evolve the way in which information is presented to the Board. While detailed information would still be available, the presentation at the meeting would focus on highlighting key issues.</p> 
4.1	Construction Update: Tallaght and NCH
	<p>The Board was provided with an update in relation to ongoing and completed works on the Tallaght site and NCH.</p> <p>The Board was advised that the North Road had been opened on 3 September 2019, this being a key milestone as it facilitates the integration of the North and South sites.</p> <p>The Board discussed BAM's positioning relative to its KPIs. It was also noted that BAM had agreed to deliver their updated programme within 3 weeks at the Construction Principals' Meeting.</p> 

	<p>It was highlighted to the Board that progress had been made in certain areas, even if not in accordance with the GMP programme.</p> 
<p>4.2</p>	<p>Design Update</p>
	<p>The board noted that there were no reportable incidents in relation to Health and Safety on the NCH site in the last month.</p>  <p>The Board discussed the fire certificate, particularly in relation to the artwork to be installed in the concourse and it was confirmed that submissions relating to the pieces of art had been incorporated into the fire certificate application. The Board noted and agreed that certainty was required as soon as possible to facilitate the commissioning of the artwork.</p>   <p>The Board discussed the importance of design validation and of NPH carrying out its own design validation.</p>
<p>4.3</p>	<p>Equipment Update</p>
	<p>The Board was updated that the equipment and building handovers were currently being planned.</p> <p>It was further advised that the first key stage of equipping specification and validation was due to begin in September for all medical and non-medical equipment.</p> <p>The Board was advised that the balance of workstreams between CHI and NPH had been agreed in principle.</p>
<p>4.4</p>	<p>Commercial Update the last item in this section related to Risk Management Update</p>
	<p>The Board received an update on project controls and budget, along with a summary of project funding and contingencies.</p> <p>The Board noted the determinations of the Employer Representative.</p> 

	<p>The cumulative volume of extension of time claims was noted.</p> <p>The Board discussed the risks associated with inflation.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Risk Management Update – Separate Action</p> <p>Three key project risks were flagged to the Board. The consequences of each of these risks and the mitigation measures being implemented in response were discussed and noted. It was further noted that the Executive had been engaging with the Design Team at quarterly workshops in relation to the mitigation of risks.</p>
<p>5.0</p>	<p>Finance</p>
<p>5.1</p>	<p>Financial Results July 2019</p>
	<p>Financial Results</p> <p>An update was provided to the Board in relation to costs, payments, POs, HSE funding receipts and cashflow. The Board noted correspondence received from the Revenue Commissioners and the update provided in relation to this.</p> <p>The Board noted the Financial Results for July 2019.</p>
<p>5.2</p>	<p>Matters Reserved for the Board</p>
	<p>The Board reviewed and agreed the proposed updated Matters Reserved for the Board, with minor amendment.</p> <p>It was noted that the level of approval of new contracts had been increased to €2million for matters arising during the normal course of business. The Board noted the number of POs expected to arise in the medium-term as part of the approved budget, with approximately 40 expected to amount to €1-2million each.</p> <p>The Board emphasised that the Chief Officer was expected to bring any exceptional items under €2million to the attention of the Board for approval.</p> <p>It was highlighted that contracts and framework agreements would be referred to the Board for approval in advance of execution by the Chief Officer where they are in excess of €500,000 and relate to legal services, public relations or communications services, and internal audit or risk management services.</p> <p>[REDACTED]</p> <p>The Board approved the Policy subject to minor amendments, as discussed.</p>

5.3	Finance Sub-Committee Update
	<p>The Board noted the proceedings of the Finance Sub-Committee meeting held on 28 August 2019.</p> <p>The minutes of this meeting were noted and the Board was advised that there were no matters which required escalation.</p>
6.0	Items for Board Consideration
	<p>It was advised that the Board was being asked to consider the following:</p> <p>(i) Legal Services</p> <p>An update was provided to the Board in relation to the tendering process for the provision of legal services in connection with procurement and contract advice on the car park and commercial units for the NCH (the "Legal Services Contract").</p> <p>The Board noted that it would not operate the car park itself, but rather that it would arrange for legal services to procure a model and commercial arrangements in relation to it, before handing it over to CHI to manage.</p> <p>It was noted that the most economically advantageous tender had been received from [REDACTED]</p> <p>IT WAS RESOLVED to award the Legal Services Contract to [REDACTED]</p> <p>[REDACTED]</p> <p>(ii) Risk Management Policy (the "Policy")</p> <p>It was noted that an update in relation to the Risk Management Policy had been previously reviewed and considered at Board and Committee level and that all of the recommendations had been incorporated.</p> <p>IT WAS RESOLVED to approve the Policy, noting that it would be kept under review and evolved as appropriate.</p>
7.0	Organisation Structure
	<p>The Board received a presentation of the organisation structure changes and was updated in relation to the steps which had been taken to strengthen the structure in response to the PwC recommendations and the contractor's approach and to provide greater oversight of the design team and contractors.</p> <p>It was noted that the recruitment process to fill the vacancy in the Project Director role had commenced and that David Gunning would be joining as Chief Officer shortly, with the Jack Golden being available for an appropriate transition.</p> <p>A discussion followed in relation to the Integrated Commissioning Plan, and the respective roles of CHI and the NPHDB.</p>

	<p>An update was provided around ongoing communication with CHI in relation to commissioning. The Board considered that full clarity on respective roles was needed. This will be set out in the Integrated Commissioning Strategy that will be completed at the end of October.</p> <p>Further to a query from a Board member, it was confirmed that separate weekly ICT meetings were being held, covering a wide spectrum in an effort to gain greater understanding of the building's systems.</p> <p>It was advised that work was still ongoing in partnership with CHI in connection with the ICT and clinical systems. The Board recognised the importance of providing as much support as possible to CHI in ensuring that all of the requisite systems function as envisaged.</p> <p>The Board discussed ICT issues which had severely undermined the success of similar projects in other jurisdictions.</p> <p>The Board encouraged the Executive to study examples of recently completed hospitals in Glasgow and Edinburgh which came under widespread scrutiny due to structural and quality shortcomings. Other sites in Liverpool and Australia were also mentioned as possible case studies.</p> <p>It was noted that a copy of the organisational chart would be circulated to the Board in due course.</p> <p>The Chairman commended the Executive on behalf of the Board for their efforts on this.</p>
<p>8.0</p>	<p>Governance Matters</p>
	<p>The Chairman provided an update in relation to the process in place for the appointment of new Board members.</p> <p>Following consideration, IT WAS RESOLVED to appoint Karl Kent to the Dispute Resolution Committee.</p>
<p>9.0</p>	<p>Any Other Business</p>
	<p>(i) Quality Reporting</p> <p>Following discussion in relation to quality, it was agreed that the CO Report would contain reporting on quality going forward.</p> <p>(ii) BAM Derogation</p> <p>The Board noted that following an incident where BAM personnel had been working on the North Road outside of authorised hours, a week-long suspension of the derogation had been imposed by DCC.</p> <p>(iii) Connolly Update</p> <p>Further to a query from a Board member, an update was provided to the Board in relation to the operation of the Connolly site. It was noted that the opening of this location had had a significant positive impact in terms of the number of children being removed from long waiting lists.</p>

The Board requested that 6-monthly updates be provided in relation to this site going forward.

(iv) Resignation of the Interim Chief Officer

The Board expressed its gratitude to Jack Golden for his service to the project and highlighted the difficulty of coming into the project at such a late stage.


(v) October Board Meeting

The Chairman noted that he would be travelling at the time of the next Board meeting, and at best would be phoning in for part of the meeting. He recommended that the Board request Tim Boucher-Hayes to chair that meeting.

There being no other business, the meeting concluded.

Next Meeting:

Wednesday 9 October 2019 in the Boardroom, Herberton, St. James Walk, Rialto, Dublin 8 at 14.30hrs.


Fred Barry
Vice Chairman
Timothy Boucher-Hayes