

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

**Minutes of the NPHDB Board Meeting held on Wednesday, 12 May 2021  
from 14.30 to 18.15  
Via electronic means**

**Attendance (Board)**

Tim Bouchier-Hayes (Interim Chairperson)  
John Cole  
Karl Kent  
Anne Butler  
Michael Shelly  
John McGowan  
Liam Woods  
Brian Keogh  
Michael Barry

**Attendance (Other)**

David Gunning, Chief Officer  
Phelim Devine, Project Director  
Tom Concannon\*, Construction Director  
Tom Morris, Commercial Director  
Richard Fitzpatrick\*, Director of Project Controls  
Jim Farragher\*, Finance Officer  
Elaine O'Rourke, Executive Support  
██████████\*, On behalf of Governance Ireland  
██████████\*, On behalf of Governance Ireland  
Rhonda Evans\*, Communications Manager  
██████████\*, On behalf of Q4PR Communications  
██████████, On behalf of Q4PR Communications  
Bridget Gallagher, On behalf of HMP Secretarial Limited – Board Secretary  
Anthony Irvine, On behalf of HMP Secretarial Limited – Board Secretary

*\*For part of the meeting*

<b>1.0</b>	<b>Quorum &amp; Chairperson</b>
	<p>The Chairperson noted that a quorum, being five Board Members, was present and the meeting proceeded to business.</p> <p>It was noted that all Board members and attendees at the meeting were participating electronically in order to comply with guidelines in response to the COVID-19 pandemic, associated travel restrictions and work from home recommendations.</p>
<b>2.0</b>	<b>Declarations of Interest or Conflicts of Interest</b>
	<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>
<b>3.0</b>	<b>Previous Minutes</b>
	<p>The Board reviewed the minutes of the Board Meeting held on 14 April 2021 and the Extraordinary Board Meeting held on the 22 April 2021 (the "<b>Minutes</b>").</p> <p><b>IT WAS RESOLVED THAT</b> the Minutes were approved for signature by the Chairperson subject to a minor amendment.</p>
<b>3.1</b>	<b>Action Items Arising From Minutes</b>
	<p>It was noted that all actions arising had been closed, and/or would be discussed in the course of the meeting.</p>
<b>4.0</b>	<b>Presentations</b>
<b>4.1</b>	<b>Governance Ireland (GI) - Board Effectiveness Report</b>
	<p>GI joined the meeting, and presented to the Board in relation to the draft Board Effectiveness Report.</p> <p>It was explained that an external evaluation of the Board had been undertaken by GI, as in accordance with the requirements of the Code of Practice for the Governance of State Bodies (2016) (the "<b>State Code</b>"), and section 5.9 of the NPHDB Code of Governance Manual.</p> <p>GI highlighted that the role of the NPHDB was atypical in that the Board's role was concerned with providing direction and oversight to the execution of the Project and the main strategic decisions had already been made. GI noted the challenging environment within which the Board operated and the external factors contributing to this such as the nature of the brief, Project history, the on-going engagement with the Main Contractor and a significant level of public scrutiny.</p> <p>The Board were provided with a presentation of the Board Effectiveness Report. GI advised that the evaluation had been completed via three main strands consisting of surveys, review of governance documents, and individual discussions with each Board member, the former Chair and the Chief Officer. It was noted that the internal self-assessment evaluation completed by the Board in December 2020 had also been taken into account as part of the evaluation.</p> <p>GI noted that the results of the evaluation, and comments provided by the Board, had demonstrated a strong commitment to good governance practices and high levels of satisfaction with current structures, policies and processes. It was noted that this was consistent with the view formed by GI following its review of governance documentation.</p>

It was confirmed that notwithstanding the atypical nature of NPHDB, the requirements of the State Code were being addressed and some areas for enhancement had been identified as part of the evaluation. GI discussed these areas with the Board in detail as set out in the Report.

GI also noted that each of the Board's sub-committees had been reviewed and areas for enhancement at sub-committee level were also discussed with the Board as set out in the Report.

The Chairperson noted that the external evaluation report would require further reflection and discussion, and invited Board members to provide any additional comments to the CFO, who would coordinate same for review and discussion by the Chairperson and Chief Officer. It was noted that, after the Report was finalised, discussions would take place with the Chairs of the relevant sub-committees regarding actions that might be taken in light of the recommendations of Governance Ireland. (AP124)

A Board Member noted the value in having completed the external evaluation exercise and the actions, noting that it acted to further enhance governance.

GI advised that the engagement received with completing the external evaluation had been very positive and they extended their gratitude to the NPHDB and also for the support provided by the CFO during the process.

The Board expressed its thanks to the GI team for their attendance and the GI team then left the meeting.

#### 4.2 Q4PR Communications Presentation

Q4PR Communications (Q4PR) joined the meeting, and presented to the Board in relation to the current communications strategy and the objectives for the year ahead.

Q4PR confirmed the planned programme of activity and discussed the current digital channel impact and engagement. It was noted that current social media activity had been positive with a growth in followers in a short space of time.

It was noted that the recent enhancements to the website were due to go live on the 31 May 2021 and that the current physical newsletter provided would move to a digital platform from the 18 May 2021 with a quarterly distribution plan dependent on media.

A Board member queried if Q4PR could provide a weekly or fortnightly notification to the Board on what information was being shared in the public forum. Q4PR in response stated that there was a weekly spreadsheet which outlined the social media coverage that would be shared with the Board to meet this request. (AP125)

A Board member requested that a site visit to the NCH be arranged for Board members once COVID-19 restrictions allowed this. (AP126)

Q4PR undertook to provide training to the Board members on the fundamentals of digital media. (AP127)

Q4PR discussed the current key performance indicators (KPIs) for each media channel.

The Board expressed its thanks to the Q4PR team for their attendance, and their ongoing work on the Project, and the Q4PR team then left the meeting.

**5.0**

**Chief Officer Report**

The Chief Officer Report was taken as read and the priority items discussed in detail by reference to Frame Claim; Fire Testing; Main Contractor Programme Compliance; and the Committee of Public Accounts (PAC) meeting invite.

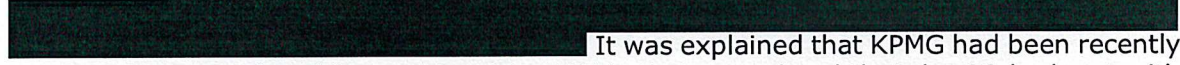


An update was provided to the Board in reference to the most recent fire test conducted on the 4 May 2021. It was noted that this had been completed against the new standards introduced in 2020 and had passed. It was further noted that the results of the fire test had been as expected and the test performed had been identical to that performed by Kingspan previously. It was clarified that the formal report of the fire test results was expected in June 2021.

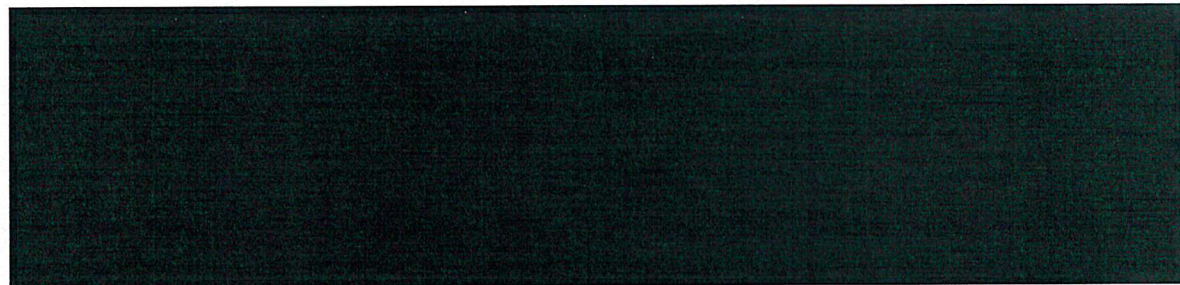



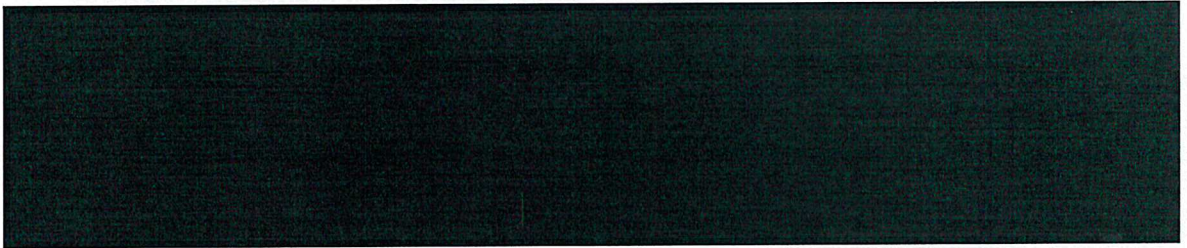

The Board was briefed in relation to an invitation for NPHDB to attend with the PAC on the 20 May 2021.

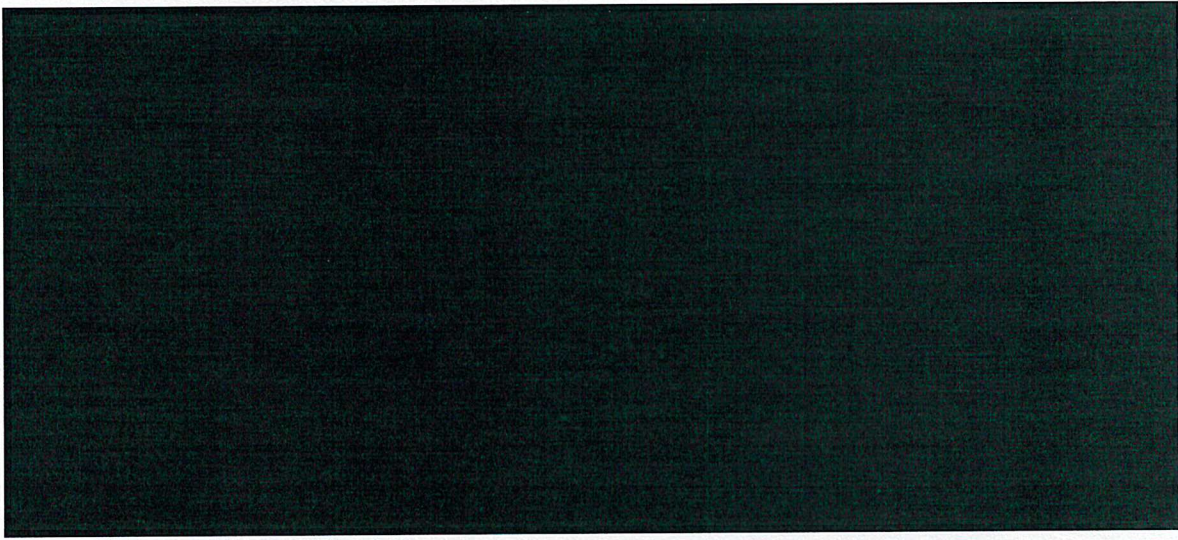
A Board member queried reference to the appointment of KPMG as advisers in relation to the CHP&P.

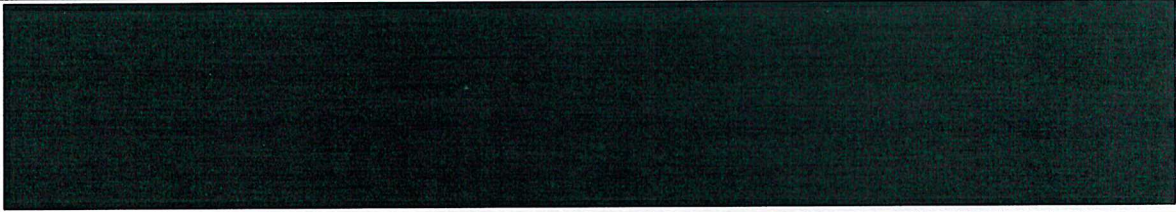


It was explained that KPMG had been recently appointed to provide advice and input to HSE in that regard and that the CO had met with the KPMG partner, and meetings with other members of the Executive would take place at a future point. Confirmation was provided that the Executive would continue to support KPMG however it could and that KPMG's engagement would likely last the duration of the Project.



	  <p>The Board were presented with an updated Risk Dashboard, noting the risks and their associated ratings. The Board were provided with an update on how risks were analysed, their consequences, and how these were managed and mitigated. It was stated that external support was being engaged to ensure a "best in class" risk management process and this would be reported on to the Board in due course.</p>  <p>The remaining content of the CO Report, and the Payment Recommendation Reconciliation to On-Site Progress report, were taken as read.</p>
6.0	<b>Finance Report</b>
6.1	<b>Financial Results April 2021</b>
	<p>The Board received a commentary of expenditure, payments, POs and Year to Date HSE cash receipts.</p> <p>The Board noted the Financial Results for April 2021.</p>
7.0	<b>Governance Matters</b>
7.1	<b>Appointments to Sub-Committees</b>
	<p>The Chairperson provided an update to the Board in relation to proposed appointments to the CQV sub-committee and the FARC.</p> <p>It was noted that Brian Keogh had consented to being appointed to the CQV sub-committee. Following consideration, <b>IT WAS RESOLVED</b> to approve the appointment of Brian Keogh to the CQV sub-committee.</p> <p>The Chairperson also noted that Liam Woods wished to step down as Chair of the FARC sub-committee and remain as a member of that committee. It was noted that Michael Barry had consented to being appointed to the FARC and taking up the role of Chair. Following consideration, <b>IT WAS RESOLVED</b> to approve the appointment of Michael Barry as Chair of the FARC with effect from the conclusion of the next meeting of the FARC.</p> <p>It was noted that Mr Woods would remain as Chair for the June 2021 FARC meeting and thereafter Mr Barry would take the chair.</p> <p>It was also noted that Mr Woods and Mr Barry would discuss and consider the addition of external members to the FARC. (<b>AP129</b>)</p>

	<p>In relation to the appointment of a permanent Chairperson, it was advised that an advertisement for the position had been published on the State Boards website and responses had been requested by Friday, 14 May 2021. It was advised that the DOH had indicated a timeframe of the end of June 2021 for the appointment of a permanent Chairperson.</p>
<b>7.2</b>	<b>Finance, Audit and Risk Sub-Committee ("FARC")</b>
	<p>The Board noted minutes of the previous FARC meeting of 14 April 2021 and noted the items discussed as set out.</p> <p>A Board member noted that in relation to the Procurement Policy review section, reference to the Board needing to be informed of any tenders greater than €2m (or €0.5m for specific tenders) should be amended to reflect these were items requiring Board approval. (AP130)</p> <p>It was confirmed that the FARC had convened in advance of the Board meeting and an overview of items discussed was provided to the Board, by reference to the earlier items considered and approved.</p>
<b>7.3</b>	<b>CQV Sub-Committee</b>
	<p>The Board noted minutes of the previous CQV meeting of 14 April 2021 and noted the items discussed as set out.</p>
<b>7.4</b>	<b>Design Sub-Committee</b>
	<p>The Board noted minutes of the previous Design meeting of 14 April 2021 and noted the items discussed as set out.</p>
<b>7.5</b>	<b>Dispute Resolution Sub-Committee</b>
	<p>The Board noted the minutes of the Dispute Resolution Sub-Committee meeting of 10 May 2021 and noted the items discussed as set out, together with a presentation setting out the current position.</p>
<b>8.0</b>	

	
<b>9.0</b>	<b>Any Other Business</b>
	There being no other business, the meeting concluded.

**Next Meeting:**

It was agreed by the Board that the next Board meeting be convened via electronic means on 09 June 2021 at 14.30hrs.



Chairperson