



MazeLongKesh  
from peace to prosperity

## **Maze Long Kesh Development Corporation Equality Action Plan**

**December 2019**

### **Accessibility Statement**

Requests for the document in another format will be considered.

Please contact: [contact@mazelongkesh.com](mailto:contact@mazelongkesh.com)

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## **1. Introduction**

- 1.1 The document sets out the Maze Long Kesh Development Corporation (MLKDC) response to the Audit of Inequalities. The Equality Action Plan is aligned to our current business plan of 2019-20 and covers a further three year period (2019- 2023). Progress will be measured annually with opportunities to amend the plan should this be necessary.
- 1.2 In its development, consideration was given to a review of existing priorities and consideration of new priorities.
- 1.3 This plan is a 'live' document and as such will be reviewed on an ongoing basis.

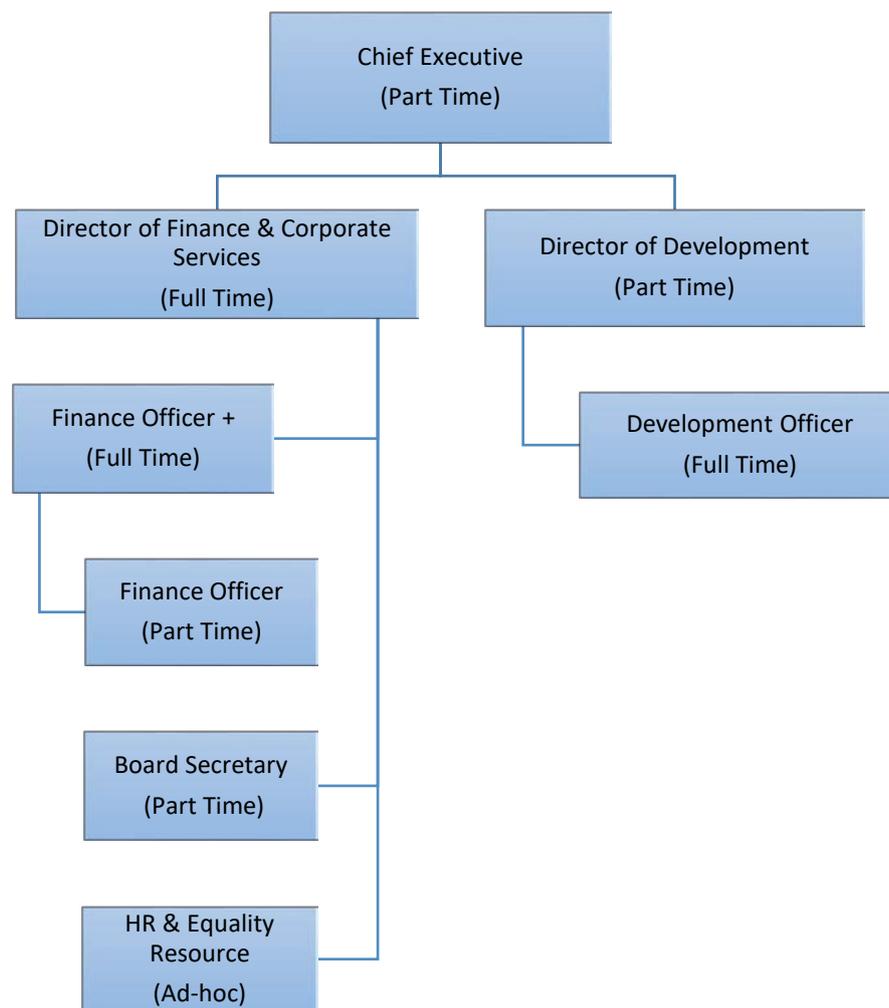
## **2. Equality Scheme Commitments**

- 2.1 The Equality Action Plan outlines actions relating to our functions and takes account of our equality scheme commitments relating to Section 75 of the Northern Ireland Act 1998. Our Equality Scheme is available on our website: [www.mazelongkesh.com](http://www.mazelongkesh.com)
- 2.2 The law requires us, when we carry out our work, to have due regard to the need to promote equality of opportunity across nine equality categories; age, gender, disability, marital status, political opinion, caring responsibilities, sexual orientation, religion and ethnicity. It also requires us to consider good relations in relation to political opinion, religion and ethnicity.
- 2.3 In our Equality Scheme we gave a commitment to monitoring progress and updating the plan as necessary. We also said we would engage and consult with stakeholders when reviewing this action plan.

## **3. Who we are and what we do**

- 3.1 MLKDC was established on 1 June 2011 and became operational on the appointment of the Chairman and Board on 10 September 2012 with the objective of regenerating the site by maximising its economic, historical and reconciliation potential. To this end, it has wide ranging powers to manage, develop, acquire and dispose of land. It is an 'arm's length body' under the sponsorship of The Executive Office (TEO). The aim was to create a setting conducive to private sector investment in the site.
- 3.2 Our Board, under the chairmanship of Terence Brannigan, is composed of a wide cross section of our community and our Executive Team is led by Dr. Bryan Gregory.

- 3.3 However, since August 2013, with the lack of Ministerial agreement on the future of the site, the activities of MLKDC have been guided by the parameters set by TEO. These have largely limited activities to essential maintenance and Health & Safety works, to maintain the site in fulfilment of our statutory responsibilities, as landowner and landlord.
- 3.4 This limited remit has also impacted on the structure of the organisation, with resources being limited to a skeletal structure of a temporary or part time nature. In these circumstances, the requirement for a Corporate Plan has been suspended. MLKDC activities have therefore been formulated on the basis of an annual business plan and supporting action plan.
- 3.5 The current structure of MLKDC is as follows:



### Strategic Objectives

- 3.6 The annual business plan objectives are set to enable MLKDC to fulfil its current remit, as defined by TEO. They seek to contribute to the draft outcomes based Programme for Government (PfG), as far as is practicable and achievable within the current constrained framework within which MLKDC has to operate. For the period of this scheme it is assumed that TEO will be content for MLKDC to operate in line with these business plan objectives, as has been the practice in previous years, in the absence of agreement on the way forward. MLKDC will continue to operate on that basis, unless otherwise instructed by TEO. These objectives are as follows:
- To identify and explore possible options that could help to maximize the economic, historical and reconciliation potential of the site and inform the development of a regeneration strategy, with the aim of securing agreement on the way forward for MLK.
  - To fulfil MLKDC's statutory and landowner responsibilities in relation to health and safety, estate management and the protection of the listed and retained buildings and scheduled monuments, taking account of requirements relating to public access.
  - To honour MLKDC's agreements with its tenants and occupiers, supporting and facilitating them, as appropriate, in their activities and future planning.
  - To ensure MLKDC fulfils its corporate responsibilities with good governance, propriety and regularity.
- 3.7 In addition to essential maintenance and Health & Safety works, MLKDC continues to support Royal Ulster Agricultural Society (RUAS) in the phased development of their show grounds (now known as Balmoral Park), as provided for under the Development Agreement between the parties. This has seen increased use of the EIKON exhibition and event centre and the construction of additional covered exhibition space, known as the FE Logan Hall.
- 3.8 In addition, Air Ambulance Northern Ireland (AANI) commenced operations for their Helicopter Emergency Medical Service (HEMS) on the site in July 2017. This has provided a fast response doctor led service responding to medical emergencies.

#### **4. How we developed the Plan**

- 4.1 A team was formed to review the previous Equality Action Plan and prepare an audit of inequalities. Following this review a number of factors became apparent.
- 4.2 Firstly as stated previously, with the lack of Ministerial agreement on the future of the site, the activities of MLKDC have been guided by the parameters set by TEO. These have largely limited activities to essential maintenance and Health & Safety works, to maintain the site in fulfilment of our statutory responsibilities, as landowner and landlord.
- 4.3 This has also impacted on the structure of the organisation, with resources being limited to a skeletal structure, largely of a temporary or part time nature. In these circumstances, the requirement for a Corporate Plan has been suspended. MLKDC activities have therefore been formulated on the basis of an annual business plan and supporting action plan.
- 4.4 As a consequence, the review of the audit of inequalities identified the need to revise the Equality Action Plan to ensure that it reflected the current status of activities and remit available to the MLDKC.

#### **5. What is in our Equality Action Plan**

- 5.1 It is important to highlight that the action plan has been designed to be flexible, adaptable and responsive to changing circumstances and needs.
- 5.2 The broad themes and areas of work where MLKDC considers targeted actions could address inequalities and advance equality of opportunity and good relations are currently:
  - Strategic and Policy Development;
  - Human Resources; and
  - Communication.

##### *Strategic and Policy Development*

- 5.3 MLKDC appreciates that equality, diversity and disability related issues need to be at the core of business planning. To this end our plan ensures that we mainstream equality, diversity and disability issues across all functions.

### Human Resources

- 5.4 MLKDC values the need for staff to be empowered and given the right training and tools to do their job. One of MLKDC core values is equality; we are keen to ensure that through our action plan:
- We have a fuller picture of the makeup of our workforce;
  - We will ensure all our staff, regardless of their background, will enjoy working for MLKDC;
  - We will ensure that all staff are made aware of the need to address equality legislation as part of their job role; and
  - We will ensure that our staff and board members are trained in equality, diversity and disability related issues.

### Communication

- 5.5 MLKDC highly values communication. Our aim is to ensure that we communicate effectively with all our stakeholders. To this end we will ensure our website is accessible. In addition, we will ensure that diverse imagery is used in all our publications.
- 5.6 MLKDC are mindful that this situation may change should there be changes to its remit, as defined by TEO. MLKDC will reflect such changes by amending the Equality Action Plan as necessary.

## **6.0 Reviewing our Plan**

- 6.1 As this plan is intended to be a 'living' document, it will evolve and be reviewed in line with MLKDC's business planning process. This linkage to the business planning cycle will also ensure that equality of opportunity and promotion of good relations are incorporated and mainstreamed at a strategic level.
- 6.2 Appendix 1 outlines our actions for the next four years. We will keep this plan under regular review and report annually on progress to the Equality Commission NI. We will undertake a wider review in four years and will involve Section 75 equality groups and individuals in that review, producing a new four year plan.
- 6.3 This document is also available on our website: [www.mazelongkesh.com](http://www.mazelongkesh.com)

## 7.0 Who to contact

7.1 The person in our organisation who is responsible for making sure that the actions in this plan are undertaken and completed is:

Alison Stafford  
Director of Finance and Corporate Services  
94 Halftown Road  
Lisburn  
BT27 5RN  
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[contact@mazelongkesh.com](mailto:contact@mazelongkesh.com)

Signed by:



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Chairman



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Chief Executive

## Appendix 1

### Maze Long Kesh Development Corporation

#### Draft Equality Action Plan 2019-23

#### 1. Strategy and Policy Development

	Outcome	Action	Measure	Lead and Timeframe
1	MLKDC will have better integration of Section 75 duties in all planning and decision making processes.	Review the equality screening forms and processes.  Complete timely and thorough equality screening exercises of all new policies.	Revised Equality Screening forms and processes.  Equality Screening completed.	Alison Stafford is the Lead for all actions. 2019/20  Annual
2	Mainstreaming Equality and Good Relations and linking to business planning.	Review equality and good relations processes for all aspects of business.	Completed Business Plan and Business Cases.	2020/21
3	Improved awareness of disability issues.	Develop a Disability Action Plan.	Completed Disability Action Plan.	2019/20
4	Improved understanding of equality processes and outcomes.	5 year review of Equality Scheme.	Completed Equality Scheme review.	2019/20
5	Improved awareness of understanding inequalities and potential impact of decision making.	Monitor and report on progress of Equality Action Plan.  Review issues on an annual basis and develop actions.	Equality data collected.  Completed annual reports.	2019/20  Annual
6	Improved engagement with S75 groups.	Review consultation and engagement systems and benchmark against best practice models.	Up to date consultation lists and processes.	2021/22

	<b>Outcome</b>	<b>Action</b>	<b>Measure</b>	<b>Lead and Timeframe</b>
7	Improved awareness of HR processes and practices.	Review staff handbook.	Update staff handbook and improved staff awareness.	2022/23
8	Mainstreaming equality across all functions.	Equality targets set at corporate level.	% measurable business plan targets relating to equality achieved.	Annual

## 2. Human Resource Management

	<b>Outcome</b>	<b>Action</b>	<b>Measure</b>	<b>Lead and Timeframe</b>
9	Improved diversity in staff complement.	Positive targeting of underrepresented groups.	% applicants from underrepresented group.	2020/21
10	Improved awareness of equality of opportunity and good relations.	Comprehensive equality and good relations training for all staff.	100% staff trained.	Annual
		Comprehensive equality and good relations training for all board members.	100% board members trained.	Annual
11	Improved awareness of disability equality awareness.	Disability equality awareness training for all staff.	100% staff trained.	Annual
		Comprehensive disability equality and good relations training for all board members.	100% board members trained.	Annual
12	Improved wellbeing in the workplace.	Implement recommendations from staff survey on workplace environment and culture.	Positive staff survey results.	2022/23
13	Improved awareness of equality legislation.	Equality legislation integrated into new job descriptions.	% applicants applying with knowledge of equality legislation.	2020/21

### 3. Communication

	<b>Outcome</b>	<b>Action</b>	<b>Measure</b>	<b>Lead and Timeframe</b>
14	Improved Accessible Website	Review website accessibility.  Engagement with consultees on website accessibility.	Website conforms to accessible standards.  Improved engagement with disability sector and wider audience on website accessibility.	2019/20
15	Diversity in communications.	Inclusion of diverse imagery in all documents.	Representation of diverse imagery.	2021/22