

Maze Long Kesh Development Corporation
Business Plan
2014/15



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1. INTRODUCTION

Maze Long Kesh Development Corporation's statutory objective is to 'secure the regeneration of the Maze Long Kesh site'.

This Business Plan sets out the Corporation's objectives and business targets for the 2014/15 financial year and the action proposed to achieve them, within the context of available financial resources and the current lack of Ministerial agreement on the way forward with development of the site. It takes account of our revised budget position for 2014/15 following October and January monitoring submissions.

The Corporation continues to operate within the remit defined in the joint statement by Ministers in April 2009 that led to the establishment of the Development Corporation. The key commitments in this statement are:

- To exploit the economic development potential to the full.
- To maximise the economic, historical and reconciliation potential.
- To have regard to all elements of the site including any listed buildings.

Whilst the Corporation remains committed to such transformation of the site in keeping with its vision of 'From Peace to Prosperity' it accepts that development of the site cannot take place until there is Ministerial agreement on the way forward.

Thus the proposed activities set out in this Business Plan reflect that we are in a transitional period during which our priority is to manage the site within the constraints imposed by our budget allocation.

Approval of this Plan would give the Corporation the authority to fulfil its responsibilities to manage the site during this financial year whilst the Board and Chief Executive seek to engage with Ministers with the view to reaching agreement on the way forward that would form the basis for the 2015/16 Business Plan.

2. VISION and MISSION

Whilst accepting that we are in a transitional phase the Corporation confirms its continuing commitment to the Mission and Vision established in the draft Corporate Plan for 2013-16.

Our Mission:

*We are committed to the transformation of Maze Long Kesh
by creating an environment for investment
that leads to significant economic and social development.*

Our Vision:

*Maze Long Kesh will be recognised universally
as a global exemplar of transformation
from conflict to peace and from peace to prosperity*

It would be the intention to focus on both economic drivers and social value in keeping with the Investment Strategy for Northern Ireland (2011-2021), the draft Urban Regeneration and Community Development strategy (2013) and the Regional Development Strategy 2035¹.

The Regional Development Strategy defines Maze Long Kesh as a site of regional significance:

4.28 An example of a site of regional significance is the Maze/Long Kesh regeneration site, which remains entirely in public ownership. The draft Belfast Metropolitan Area Plan designates the site as a strategic land reserve of regional importance. Consistent with its status within the draft Belfast Metropolitan Area Plan, a mix of uses that will enable a major physical, economic and social development package of regional significance to come forward will be promoted.

The Corporation is convinced that Maze Long Kesh could in future be a flagship for investment and economic development of global significance enhancing the region's role as a leader in innovation in sectors such as agri-foods, health/life sciences and aviation demonstrating how societies can move from peace to prosperity.

The Corporation also recognises the inter-dependent relationships involved in rebalancing the economy, securing investment, providing new and better jobs and tackling long-term divisions in society, as highlighted by the Northern Ireland Executive and HM Government in 2013². We believe that the Maze Long Kesh site is uniquely placed to demonstrate how an

¹ As well as European initiatives such as Lisbon (2000) and the Europe 2020 strategy.

² Building a Prosperous and United Community – HM Government & NI Executive (2013)

approach to development which proactively seeks both social and economic outcomes can deliver regeneration that meets these imperatives³.

Based on a review of supporting evidence⁴, it is proposed that future delivery would be progressed based on an integrated model for regeneration which would reflect the following high level regeneration principles:

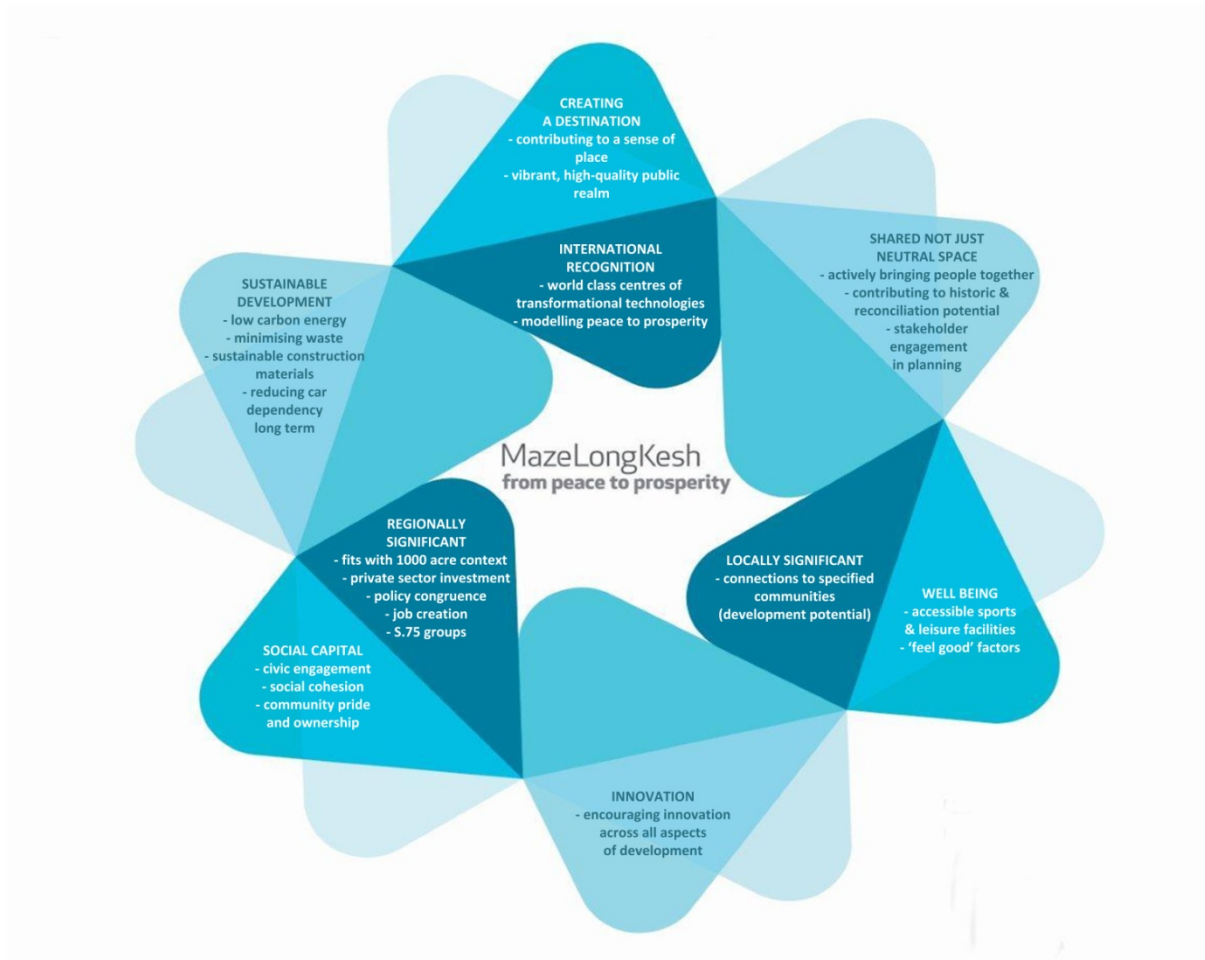
- Creating a **shared space, not just a neutral one**;
- **Prioritising innovation** in all proposed uses and our own approach;
- **Involving people** through genuine, meaningful and ongoing **stakeholder engagement**;
- **Ensuring policy congruence** with key regional strategies;
- Creating a **destination**;
- Securing **local, regional and international recognition**;
- Securing **sustainable development**;
- Integrating **Social Value** in our practice.

Together these principles provide the basis for an overarching model for development of the site and for setting specific regeneration objectives and outcomes for particular interventions. The following diagram (Figure One) illustrates the interconnected nature of the proposition – our framework for delivering the peace to prosperity vision at the site.

³ An outcomes approach to regeneration shifts the focus of policy from processes and inputs to the impact that the policy and its delivery has. An outcomes based approach to regeneration has been implemented in Scotland by The Housing, Regeneration, Commonwealth Games and Sport Directorate, the London Legacy Development Corporation and numerous regeneration initiatives internationally.

⁴ Including: reports from the British Urban Regeneration Association (2009); OECD (2013); Social Needs Analysis, draft spatial framework, Colliers report on Hangars, notes of PbCRC Reference Group and stakeholder meetings (2010-2012); Regional policies (e.g. Programme for Government, ISNI, Regional Development Strategy, DSD Urban Regeneration strategy, DOE Regional Development Strategy, Lisburn City Council development plans); European initiatives (Lisbon 2000, Europe 2020); London Legacy Development Corporation plans; National regeneration policies (e.g. Scottish Urban Regeneration policy, London Olympics legacy policies; Cabinet Office publications, Case study research – Porth Teigr Wales, Raploch Scotland, La Mina Barcelona).

Figure One. Peace to Prosperity - An integrated regeneration model for Maze Long Kesh



3. INTERIM STRATEGIC OBJECTIVES

The Corporation remains committed to deliver the Executive's Programme for Government Commitment 15 which is;

"To develop Maze Long Kesh as a regeneration site of regional significance"

and will continue to drive the commitment forward as instructed by Ministers.

In light of the current lack of Ministerial agreement on the way forward and the reduced budget the Corporation's interim Strategic Objectives for this financial year are as follows.

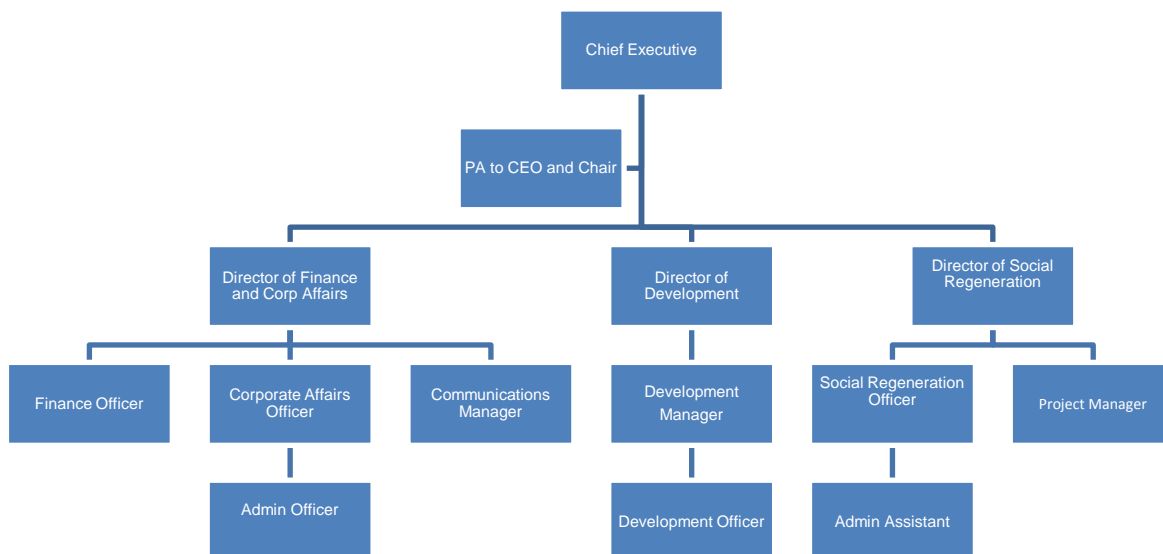
- **To bring forward a Business Plan for 2015/16 that is in compliance with the Corporation's statutory objective to secure the regeneration of the site and maximises the site's economic, historic and reconciliation potential.**
- **To fulfil our statutory and landowner responsibilities in relation to site management, health and safety, and the maintenance of listed and retained buildings and scheduled monuments.**
- **To meet our Development Agreement obligations to support RUAS in their use of their Balmoral Park site.**
- **To ensure the Corporation fulfils its corporate responsibilities with good governance, propriety and regularity during this interim phase of activity.**

4. RESOURCES

Sections 5 and 6 of this plan identify key activities for the reporting period, enabling the Corporation to fulfil its responsibilities as land owner and take steps towards securing its statutory duty 'to secure the regeneration of the site'. Adequate financial and human resources applied effectively and efficiently are essential to ensure successful delivery. The Corporation fully recognises the necessity to 'live within our means' in current circumstances.

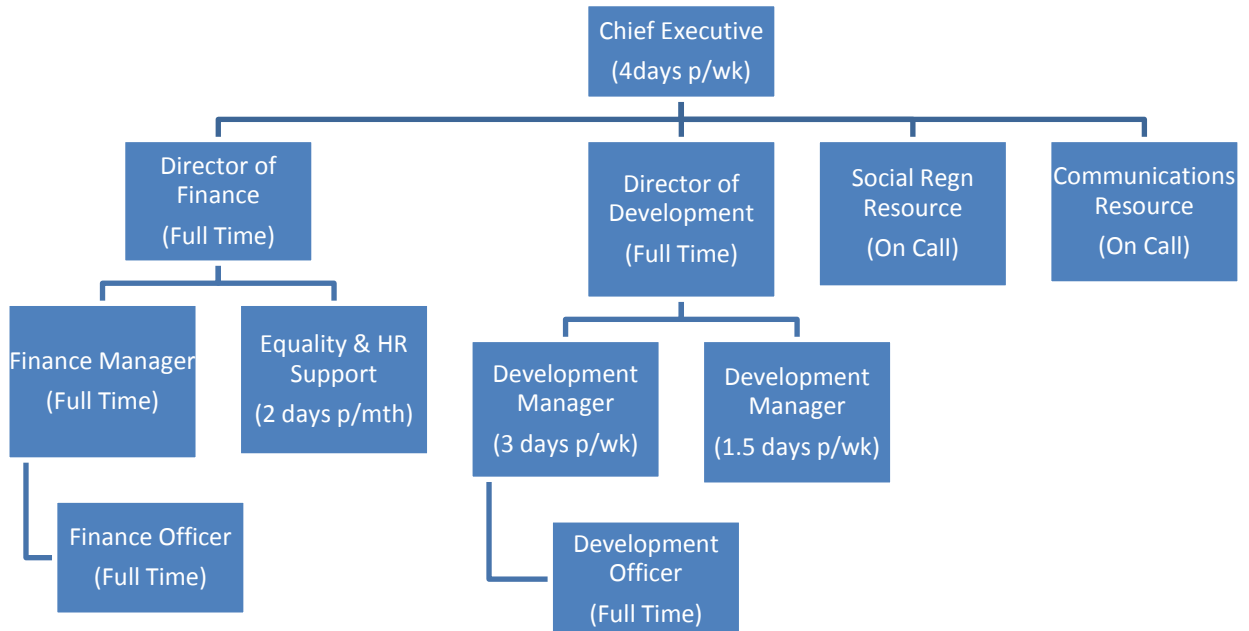
Staffing

The current staff structure, approved in September 2010, for the Development Corporation is as follows:



However in light of budget restrictions and lack of development activity we have reduced our resources significantly and by 31 December 2014 will be operating with the interim staff structure as outlined below.

Interim MLKDC Staff Structure from 31 December 2014



If the Development Corporation is to achieve the objectives, deliverables and targets set out in this document there is a continuing requirement to ensure sufficient resources in the area of Finance and Governance (as recommended by Internal Audit), Equality and Human Resources and Communications. The Development Corporation will continue where appropriate to draw on the support of a range of other providers. This will reduce the dependence on full time permanent staff and on consultancy support and will thus reduce costs and allow for a more reactive and flexible team:

- SIB will provide specialist support in a range of areas;
- CPD will provide project management services and technical advice;
- LPS will provide property services and valuation advice;
- Recruitment agencies will be used to fill vacancies on a temporary or call off basis.

Financial Resources

The financial forecasts have been prepared on the basis of identifying the resources required to achieve the interim strategic objectives in a timely manner but they also recognise that delivery will be within the context of budget constraints. Every effort will be made to seek efficiencies and to maximise funding and income from other sources, for example parking receipts, temporary licenses, and reassignment of staff.

Capital funding is required to:

- Meet statutory requirements and landowner responsibilities in respect of listed and retained and scheduled monuments;
- Ensure the site is secure and fit for purpose from a health and safety perspective for public access to events on Balmoral Park.

The level of resource funding sought reflects the following main elements:

- The management of the 347 acre site and buildings;
- The minimum recommended security requirement of a site of this significance and size;
- The running costs of the organisation.

RESOURCE AND CAPITAL BUDGETS 2014/15

Resource Budget

Table 1	£'000
Income from Licences, Parking etc	(80)*
Staff and Board Costs	870
Internal Services Costs	28
Professional Services	36
Planned Maintenance and Health and Safety Site works	83
Communications/marketing investment opportunity	1
Accommodation and IT Costs	97
Security	220
Resource Budget allocation	1,255
Depreciation	36
Total Budget Including Depreciation	1,291

*Assumes the income bid made in January monitoring was successful.

Capital Budget 2014/15**

Table 2	£'000
Remediation Costs	18
Site clearance & levelling adjacent to RUAS site (Health and Safety works)	50
Halftown Road footpath	71
Bog Road entrance	28
General site works	80
Internal roads Health and Safety improvements	97
Hangar toilet refurbishment	83
Hangar Gates	13
Roads infrastructure design fees	-
Conservation of listed & retained buildings	10
Enhancement of security fencing for prison	30
Release of retentions	-
Totals	480

**Assumes the capital easement made in January monitoring was accepted.

5. ACTION PLAN – 1 April 2014 to 31 October 2014

During the period between 1 April 2014 and 31 October 2014 the Corporation has:

- Undertaken necessary maintenance and health and safety related works in relation to safe public access to the site.
- Supported the RUAS in hosting the Balmoral Show and a range of other events which have attracted some 130,000 visitors to the site.
- Received OFMDFM Finance Sub Committee approval of the Hangars Refurbishment business case.
- Responded to OFMDFM queries relating to business cases for Roads Infrastructure and Community Zone.
- Fulfilled its obligations in relation to its Equality Scheme, undertaking screening of policies.
- Undertaken survey work in relation to proposed planned maintenance programme for listed and retained buildings.
- Submitted a planning application for Halftown Road footpath to address health and safety concerns.

Expenditure during the period 1 April – 31 October 2014 was as outlined in tables 3 and 4.

ACTUAL AND FORECAST SPEND FOR 2014/15

Table 3 Resource	Spend to 31 October 2014	Forecast to 31 March 2015	Budget
	£	£	£
Income from Licences, Parking etc	(44,898)	(35,102)	(80,000)*
Staff and Board Costs	570,106	299,984	870,090
Internal Services Costs	25,571	2,500	28,071
Professional Services	17,659	18,389	36,048
Planned Maintenance and Health and Safety Site works	49,120	33,667	82,787
Communications/marketing investment opportunity	734	-	734
Accommodation and IT Costs	60,551	36,365	96,916
Security	136,686	83,625	220,311
	815,529	439,428	1,254,957
Depreciation	21,000	15,000	36,000
Total Resource Costs Less Income	836,529	454,428	1,290,957

*Assumes the income bid made in January monitoring was successful.

ACTUAL AND FORECAST SPEND FOR 2014/15

Table 4 Capital**	Spend to 31 October 2014	Forecast to 31 March 2015	Budget
	£'000	£'000	£'000
Remediation Costs	18	-	18
Site clearance & levelling adjacent to RUAS site (Health and Safety works)	50	-	50
Halftown Road footpath	4	67	71
Bog Road entrance	28	-	28
General site works	80	-	80
Internal roads Health and Safety improvements	97	-	97
Hangar toilet refurbishment	8	75	83
Hangar Gates	-	13	13
Roads infrastructure design fees	-	-	-
Conservation of listed & retained buildings	7	3	10
Enhancement of security fencing for prison	-	30	30
Release of retentions	(3)	3	-
Totals	289	191	480

**Assumes the capital easement made in January monitoring was accepted.

6. ACTION PLAN – 1 November 2014 to 31 March 2015

Table 5 sets out the Business Plan Targets for the period 1 November 2014 to 31 March 2015.

Table 5 Interim Strategic Objectives	Outcomes	Business Plan Targets: 1 November 2014 – 31 March 2015
<p>1. To bring forward a Business Plan for 2015/16 that is in compliance with our statutory objective to secure the regeneration of the site and maximises the site's economic, historic and reconciliation.</p>	<p>The future transformation of the site is recognised locally and internationally as a model for societies moving from conflict to peace and from peace to prosperity.</p>	<p>1.1 Review regeneration strategy and submit draft 2015/16 Business Plan to OFMDFM in February 2015.</p> <p>1.2 Engage with Lisburn City Council on their draft West Lisburn Development Framework and review role of MLK within the Framework, providing initial comment to Lisburn City Council by 30 November 2014.</p>
<p>2. To fulfil our statutory and landowner responsibilities in relation to site management, health and safety, and the maintenance of listed and retained buildings and scheduled monuments.</p>	<p>The condition of the site is improved and made suitable for public access and events on the Balmoral Park site.</p> <p>Existing buildings and scheduled monuments are maintained in line with government protocol.</p>	<p>2.1 Secure planning permission for Halftown Rd footpath by February 2015 and proceed to implement.</p> <p>2.2 Undertake necessary works to address site management and health and safety issues by March 2015.</p> <p>2.3 Continue to provide 24 hour security and review and where appropriate enhance security of site by March 2015.</p> <p>2.4 Secure Board approval of Business Case for planned preventative maintenance of existing buildings by February 2015.</p>

		2.5 Review title of land and resolve issues by March 2015.
3. To meet our Development Agreement obligations to support RUAS in their use of their Balmoral Park site	The site is put to positive public use and is increasingly perceived as a shared space.	<p>3.1 Facilitate RUAS use of Balmoral Park for a range of events throughout the year.</p> <p>3.2 Make available adjacent lands for car parking for RUAS events.</p> <p>3.3 Facilitate RUAS in the proposed relocation of The Pavilion from King's Hall site during 2015.</p>
4. To ensure the Corporation fulfils its corporate responsibilities with good governance, propriety and regularity during this interim phase of activity.	The Corporation retains its credibility and acts at all times with regularity and propriety.	<p>4.1 Achieve budgeted expenditure in line with approved business cases and Department direction.</p> <p>4.2 Review scope of authority granted to the Corporation through legislation and the MSFM.</p> <p>4.3 Maintain equality accreditation by screening policies and acting within Equality Scheme parameters.</p>

		<p>4.4 Fulfil our legislative and health and safety responsibilities as an employer.</p> <p>4.5 Respond to FOI's and AQ's in the appropriate timeframe</p> <p>4.6 Monitor media activity and respond to queries where appropriate.</p> <p>4.7 Annual Report and Accounts approved by January 2015.</p> <p>4.7 Respond to OFMDFM queries re Roads Infrastructure and Community Zone Business Cases, seeking FSC approval by February 2015.</p>
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7. MANAGEMENT AND MONITORING ARRANGEMENTS

The powers of the Corporation are set out in the SIRS Order and the relationship between OFMDFM as the sponsoring Department and the Development Corporation is set out in the Management Statement and Financial Memorandum.

The Department has appointed Chair and Board members through a public appointment process. The Department has designated the Chief Executive of the Corporation as Accounting Officer.

The Board has overall responsibility for achieving the regeneration of the designated area in accordance with this annual Business Plan, as approved by Ministers, for ensuring that the Corporation secures value for money and that the highest standards of financial management and public accountability are achieved. The Department has agreed that in this transitional period preparation of a three year Corporate Plan is not appropriate until there is agreement on the way forward.

The Board will meet approximately ten times during 2014/15 to carry out this work. It will receive regular reports on progress against the Business Plan and on expenditure achieved against annual budget.

In accordance with best practice for corporate governance the Board has formed an Audit and Risk Assurance Committee and an Appointments and Remuneration Committee. Other committees have also been formed to cover Development, Communications, and Social Regeneration.

The Chief Executive is responsible for preparing the Corporate Plan and annual Business Plan and obtaining Board and Departmental approval including confirmation of available resources. The Chief Executive will be responsible for the implementation, monitoring and control of progress and expenditure. In doing so the Chief Executive will comply with government policy and procedures including the standards of public accountability. The

Chief Executive will report regularly to the Board on progress against plan and budget and will also be responsible for advising the Board on matters of policy.

The Corporation has adopted procedures in keeping with the requirements of the Management Statement and Financial Memorandum. In particular it will satisfy itself as to financial propriety and best value for money and ensure the proper appraisal of projects involving public expenditure in keeping with Departmental guidelines. It will undertake post project evaluations in order to compare outcomes with predictions and ensure lessons learned are applied elsewhere.

The Corporation will act at all times within the levels of delegated authority set by the Department.

A Risk Register is in place and is regularly monitored by the senior management team and Board.