

Maze Long Kesh Development Corporation

Board Meeting No. 15 – 21 February 2014 10:00am

Maze Long Kesh Boardroom

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Ken Cleland (KC); Jack Gallagher (JG); Tony Gallagher (TG); Duncan McCausland (DM); Terri Scott (TS)

Staff: Kyle Alexander - Interim Chief Executive (KA); Julie Harrison (JH) – Interim Director of Social Regeneration; Paul Hughes (PH) – Acting Director of Finance & Corporate Services; David McCavery - Interim Director of Communications (DMcCav); Neil McIvor - Director of Development (NM); Ian Spence - Secretary (IS)

15.01 Welcome

TB welcomed all to the meeting especially Julie Harrison and Paul Hughes. The good wishes of Board were sent to Alison Stafford.

TS was congratulated on being appointed to the Board of Intertrade Ireland.

15.02 Apologies

Maurice Kinkead; Ciaran Mackel; Joe O'Donnell; Conor Patterson

15.03 Conflicts of Interest

TG flagged up the future possibility of the MLKDC partnering with a university which might give rise to a conflict of interest for him. However, the Board agreed that TG did not, at this time, need to excuse himself as any possible conflict had now been recognised and recorded.

15.04 Minutes of the 20 December 2013 Board Meeting

Minutes of the meeting held on 20 December 2013 were approved. (Proposed by DM, seconded by JG)

15.05 Matters Arising

Actions on Matters Arising were noted by the Board.

AP6 – Complete

AP7.05.2 – Complete

AP14.06.06 – Complete but Chairman meeting with Tim Losty on 24/02/14 to discuss further.

15.06 Chairman's Business

TB said that he had attended a meeting with Andrew McCormick (DHSSPS - Permanent Secretary) and Leo McKenna (Strategic Investment Board) to discuss the proposed assisted living scheme.

TB raised the issue of the Board meeting with Ministers on 26 February and the content for this meeting. KA had produced a powerpoint presentation for the Board to consider with an agreed version to be sent to Ministers ahead of the meeting. All Board members present gave their views on adding to this presentation. **AP1 – KA to amend ministerial powerpoint presentation to reflect Board view and circulate to Board members. AP2 - Board members to provide feedback on the amended powerpoint presentation to the CE by end of Monday 24/02/14. AP3 – The Chairman to send finalised presentation to ministers ahead of meeting on Wednesday 26/02/14.**

KC said that he would consider his position on the Board if he felt that sufficient progress had not made following the meeting with Ministers on 26 February. The Chairman stated that the Board would carefully consider the way forward at the next meeting on 21 March.

15.07 2014/15 Business Plan

KA presented this paper and stressed the financial governance requirement for the DC to submit a credible business plan by the end of February 2014. DM re-iterated this from an audit perspective and said that this was the direction given by the Northern Ireland Audit Office. The Board authorised the CE to finalise the draft Business Plan and submit to OFMDFM for ministerial approval. (Proposed by KC, seconded by TS)
AP4 – KA to submit the 2014/15 Business Plan to OFMDFM.

15.08 Reserved Matters

There was no business under this agenda item.

15.09 Chief Executive's Report

KA presented this report and pointed out that the Lagan Construction Group Limited (LCGL) Interim Use proposal had been approved by the Board via correspondence since the last Board meeting. *'That the Board grants approval for the Director of Development to complete a temporary licence agreement with Lagan Construction Group Limited for pipe and plant storage and the importation of suitable planings and fill material onto the MLK site by LCGL, who will pay a licence fee* [REDACTED]

NM confirmed that the Royal Ulster Agricultural Society de-brief report had been reviewed and would now be sent out to key stakeholders. An inter-agency desk top exercise in preparation for the 2014 show would be held in March 2014, facilitated by the PSNI.

The Board noted this report.

15.10 Director of Finance & Corporate Services Report

PH presented his report and detailed changes to the Risk Register which now showed both the inherent and the residual risks. The Board: A) Approved the level of Resource and Capital easements to be registered with OFMDFM. (Resource £76k – Capital £366k) & B) Approved Alice Johnson as a business e'banking user. (Proposed by TG, seconded by DM)

15.11 Business targets 2013/14

KA presented this paper which the Board noted.

15.12 Committee Updates

The Board noted the various committee updates.

15.13 Health & Safety Report

NM presented this paper which the Board noted.

15.14 Board Effectiveness

TS reported on the findings from the recent Board effectiveness survey. Board members comments had reflected improvements since the Board first met. The results showed that both the Board and the executive team were performing very effectively. **AP5 – TS to send Board effectiveness survey results to Board.** It was agreed that

a similar survey should be undertaken each year. TB said that the survey results were supported by the various audit reports and the very positive feedback received from OFMDFM officials. DM said that the Audit Committee would be carrying out a similar effectiveness survey.

TS suggested that a Board member who cannot attend a particular meeting, provide the Chairman with their comments / views in advance of the meeting. **AP6 - Ask Board members who cannot attend a Board meeting, to provide the Chairman with their comments / views on the Board business in advance of the meeting.**

15.15 AOB

JH to report on the social regeneration work and the integrated development model at the next Board meeting. **AP7 – JH to report to the Board, on the work undertaken to date on social regeneration and the integrated development model.**

Maze Long Kesh Development Corporation

Board Meeting No. 16 – 21 March 2014 10:00am

Maze Long Kesh Office

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Ken Cleland (KC); Jack Gallagher (JG); Tony Gallagher (TG); Duncan McCausland (DM); Maurice Kinkead (MK); Joe O'Donnell (JO); Conor Patterson (CP); Terri Scott (TS)

Staff: Kyle Alexander - Interim Chief Executive (KA); Julie Harrison (JH) – Interim Director of Social Regeneration; Paul Hughes (PH) – Acting Director of Finance & Corporate Services; David McCavery - Interim Director of Communications (DMcCav); Neil McIvor - Director of Development (NM); Ian Spence - Secretary (IS)

16.01 Welcome

TB welcomed all to the meeting.

16.02 Apologies

Ciaran Mackel who had provided the Chairman with some comments on the Board papers.

16.03 Conflicts of Interest

There were no conflicts of interest in respect of the agenda for the meeting.

16.04 Minutes of the 21 February 2014 Board Meeting

Minutes of the meeting held on 21 February 2014 were approved. (Proposed by DM, seconded by JG)

16.05 Matters Arising

Actions on Matters Arising were noted by the Board. AP5 was cleared: Details of Board effectiveness survey was sent to the Board on 21 March 2014.

16.06 Chairman's Business

TB referred to the recent meeting with Ministers. KA presented a discussion document which highlighted the outcome of the meeting with Ministers and possible next steps including the MLKDC roll in building a consensus on a Peace building and Conflict Resolution Centre (PbCRC) within the context of the overall vision for the site. If the Board decided that they had a role to play, then it would require adequate time, space and resource to do so. Any engagement process must be open and transparent and would quickly find itself in the public eye. Therefore, the MLKDC needed to have greater autonomy on communications. Whilst the consensus issue related solely to the PbCRC, any way forward had to be within the context of the whole site 'peace to prosperity' vision. The Board recognised that until a consensus on the PbCRC was achieved, dFM would not agree to any other development on the site.

The Board was content to take the initiative on designing a process for stakeholder engagement with a view to reaching agreement on the future development to the site.

AP1 – Confirm with Ciaran Mackel that he was in agreement with the Board's proposed way forward.

It was agreed that the next Board meeting scheduled for 18 April would be used to start scoping out what an engagement process might look like and what resources would be required. Any required resources would be subject to Ministerial approval of the 2014/15 Business Plan. TB would facilitate this workshop and also contribute to the discussion. **AP2 – Make arrangements for a full discussion of an engagement strategy on 18 April 2014.**

16.07 Reserved Matters

There was no business under this agenda item.

16.08 Health & Safety Works

NM presented this paper and said that the four pieces of work were necessary to address areas of health and safety vulnerability which the MLKDC was responsible for in relation to public access to the site and in particular for the 2014 Balmoral Show. Subject to approval the work would start on 1 April 2014 and take one month to complete using a Central Procurement Directorate measured term contractor. NM confirmed that the work to the road network near the new entrance gate was a temporary solution given that the road network would likely change to accommodate future links to the motorway. The Board requested that the Royal Ulster Agricultural Society (RUAS) was made aware of these health and safety works. **AP3 - Ensure that**

the RUAS is made aware of the health and safety works being undertaken by the MLKDC ahead of the 2014 Balmoral Show.

The Board approved the Director of Development to proceed to implement these business cases for priority health and safety works within the financial year 2014/15 at a collective cost of £253,000, subject to standard procurement procedures. (Proposed by KC, seconded by DM)

16.09 Chief Executive's Report

KA presented his report and pointed out that the 2014/15 Business Plan had now been submitted to OFMDFM. KA said that he had received correspondence from Mr Patrick McKeever in relation to his proposal for an 'Observatory on Peace' plan. The Board decided that it would be inappropriate to receive presentations from third parties at this time in advance of any proposed engagement process on the PbCRC. KA also highlighted that two applications for filming onsite had recently been approved.

Alderman Allan Ewart (Lisburn City Council) had made representations on behalf of the Halftown Road residents on their concerns about road safety and the need for a footpath along the front of the MLK site. The Board recognised these concerns and agreed that they should be brought to the attention of OFMDFM. **AP4 - Bring to the attention of OFMDFM, the Halftown Road residents concerns about road safety and the need for a footpath along the front of the MLK site as raised by Alderman Ewart.**

NM updated the Board on the planning and preparation for the 2014 Balmoral Show.

The Board noted this report.

16.10 Director of Finance & Corporate Services Report

PH presented his report and highlighted the additional Northern Ireland Audit Office fees and security costs. The previously agreed revenue easement was reduced by the total of these additional costs. **AP5 – Refer the NIAO additional fees issue to the Audit Committee to review.**

PH flagged up a new risk added to the register where the MLKDC was unable to undertake its day to day business on the MLK site due for example to the loss of accommodation.

The Board noted this report.

16.11 Integrated Regeneration Model

JH presented this paper. MK as Chair of the Social Regeneration Committee recommended the proposal to the Board.

The Board approved the integration regeneration model as the basis for delivery of the 'peace to prosperity' vision for the site. (Proposed by DM, seconded by JO)

16.12 Review of Standing Orders

PH presented this paper. It was pointed out that at paragraph 38 the Peace building and Conflict Resolution Centre (PbCRC) Committee had been mistakenly omitted.

The Board agreed the revisions to the Standing Orders as highlighted in the accompanying paper. The PbCRC Committee was to be included. (Proposed by DM, seconded by TS)

16.13 Document Classification System

PH presented this paper.

The Board approved the adoption of the new document classification system and the use of the handling caveat 'OFFICIAL-SENSITIVE' for all papers issued to the Board. This included the various Committee papers. (Proposed by DM, seconded by TS)

16.14 Health & Safety Report

This report was marked 'Read'.

Maze Long Kesh Development Corporation

Board Meeting No. 17 – 16 May 2014 08:00am

Maze Long Kesh Office

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Jack Gallagher (JG); Duncan McCausland (DM); Maurice Kinhead (MK); Ciaran Mackel (CM); Joe O'Donnell (JO); Conor Patterson (CP); Terri Scott (TS)

Staff: Kyle Alexander - Interim Chief Executive (KA); Julie Harrison (JH) – Interim Director of Social Regeneration; Paul Hughes (PH) – Acting Director of Finance & Corporate Services; David McCavery - Interim Director of Communications (DMcCav); Neil McIvor - Director of Development (NM); Ian Spence - Secretary (IS)

17.01 Welcome

As TB was held up in traffic, DM acted as Chair for agenda items 17.02 to 17.07. TB joined the meeting and assumed the Chair for agenda item 17.08 onwards.

17.02 Apologies

Ken Cleland; Tony Gallagher

17.03 Conflicts of Interest

There were no conflicts of interest in respect of the agenda for the meeting.

17.04 Minutes of the 21 March 2014 Board Meeting

Minutes of the meeting held on 21 March 2014 were approved. (Proposed by JG, seconded by TS)

17.05 Matters Arising

Matters Arising were noted by the Board as being all complete.

17.06 Reserved Matters (Agenda Item 17.07)

There was no business under this agenda item.

17.07 Chief Executive's Report (Agenda Item 17.10)

KA presented his report and suggested that the Board give consideration to appointing a dedicated adviser from the Organisation for Economic Co-Operation and Development (OECD). **AP1 – KA to explore the possibility of appointing an OECD adviser to Board.**

NM updated the Board on the 2014 Balmoral Show. Apart from a few traffic issues, it was largely a good news story with little negativity in the media. Large numbers of people had attended the show on the first two days. Visitor numbers were constantly being monitored along with car parking capacity.

NM highlighted to the Board that the time limit for instructing the consultants to progress the design and planning application for the roads infrastructure project would expire shortly. The Board asked NM to report back following his attendance at the major incident contingency planning exercise on 4 June 2014. **AP2 – NM to report back to the Board on the contingency planning exercise being facilitated by Lisburn City Council.**

The Board noted the Chief Executive's report.

17.08 Chairman's Business (Agenda Item 17.06)

KA made a presentation to the Board drawing together the outputs from the Larchfield meeting and the subsequent workstream workshops. This gave rise to a revised business plan for 2014/15. Some concerns were expressed and all agreed that the sequencing of developments was critical. TB emphasised that the Corporation's vision and strategy had not changed. All agreed that the MLK site was regionally and nationally of huge import.

DMcCav made a presentation to the Board outlining his suggestions as to a possible way forward in the current climate.

Following discussion it was decided that a further meeting be arranged where this strategic discussion could continue and be finalised. **AP3 – KA to arrange a specific meeting of the Board to determine the way forward.**

17.09 2014/15 Budget (Agenda Item 17.08)

KA introduced this paper and explained the background to the potential budgets cuts which were considered manageable. The Board:

- A) Noted the likely impact of the 3% reduction in the budget which remained subject to agreement by Ministers.
- B) Gave authority to the Accounting Officer and the Director of Finance to reflect the forecasts in any forthcoming monitoring round submissions.

(Proposed by DM, seconded by JG)

17.10 Revised Business Plan 2014/15 (Agenda Item 17.09)

KA presented this paper and gave Board members a copy of a draft plan for consideration. **AP4 - Board members to provide feedback on revised 2014/15 Business Plan by 23/05/14.** In principle, the Board authorised the Chief Executive to revise the draft business plan to reflect current circumstances and submit to the Department for ministerial approval. (Proposed by DM, seconded by JG)

17.11 Lease Agreement for NIE Substation at MLK Site (Agenda Item 17.13)

NM presented this paper. The Board approved that the Chief Executive duly execute the lease agreement between Maze Long Kesh Development Corporation and Northern Ireland Electricity for the substation. (Proposed by DM, seconded by CM)

17.12 Director of Finance & Corporate Services Report (Agenda Item 17.11)

PH presented his report. DM confirmed that the Audit Committee had reviewed the Fraud Risk Assessment and recommended that it be approved by the Board. The Board:

- A) Approved Ceara Ryan as a business e'banking user.
- B) Endorsed the Fraud Risk Assessment.

(Proposed by DM, seconded by CM)

17.13 Health & Safety Report (Agenda Item 17.14)

This report was marked 'Read'.

17.14 Management Statement & Financial Memorandum (Agenda Item 17.12)

Discussion on this paper was deferred until the next Board meeting.

17.15 Equality Update & Awareness Session

Catherine Hughes (MLKDC HR/Equality) and John Kremer (Equality Practitioner) joined the meeting. Catherine Hughes presented this paper following which John Kremer delivered equality awareness training to the Board.

The Board noted this paper. **AP5 - Future Board reports seeking project approval to confirm that equality matters had been considered.**

Maze Long Kesh Development Corporation

Board Meeting No. 18 – 26 June 2014 10:00am

Maze Long Kesh Office

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Ken Cleland (KC); Jack Gallagher (JG); Ciaran Mackel (CM) from 10:20am; Joe O'Donnell (JO);

Terri Scott (TS) – Joined the meeting by telephone from 10:00am to 11:20am.

Staff: Kyle Alexander - Interim Chief Executive (KA); Julie Harrison (JH) – Interim Director of Social Regeneration; Paul Hughes (PH) – Acting Director of Finance & Corporate Services; David McCavery - Interim Director of Communications (DMcCav); Neil McIvor - Director of Development (NM); Ian Spence - Secretary (IS)

18.01 Welcome

TB welcomed all and thanked the Board for agreeing to re-schedule the meeting. TB had agreed to a formal request for leave of absence from Duncan McCausland and will appoint an interim chair of the Audit Committee. **AP1 – Appoint an interim chair of the Audit Committee.**

18.02 Apologies

Maurice Kinkead; Conor Patterson; Tony Gallagher

18.03 Conflicts of Interest

There were no conflicts of interest in respect of the agenda for the meeting.

Board was quorate from 10:20 to 11.20am.

18.04 Minutes of the 16 May 2014 Board Meeting

It was agreed that members' times of arrival and departure outside of the scheduled start and finish times were recorded in the minutes. **AP2 - Future Board minutes to show, members' times of arrival and departure outside of the scheduled start and finish times.**

Minutes of the meeting held on 16 May 2014 were approved with the wording at 17.01 amended to read '*As TB was held up in traffic, DM acted as Chair for agenda items 17.02 to 17.07. TB joined the meeting and assumed the Chair for agenda item 17.08 onwards.*' (Proposed by JG, seconded by TS)

18.05 Matters Arising

Matters Arising were noted by the Board as all being complete.

18.06 Director of Finance & Corporate Services' Report (Agenda Item 18.10)

PH presented his report and asked for the Board meeting in December 2014 to be brought forward to 12 December 2014 to facilitate submission of the annual accounts to the Auditor & Comptroller General. **AP3 – Bring forward the December 2014 Board meeting to 12 December 2014.**

TB said that the Appointments & Remuneration Committee had met earlier and recommended that the Board approved the latest version of the Staff Handbook. The Board approved the latest version of the MLKDC Staff Handbook. (Proposed by CM, seconded by JG)

KC questioned why DFP were not reviewing the Hangars business case. KA explained that DFP had advised OFMDFM that they would not review the case until Ministerial agreement was in place. The Board felt that this was at variance with their position of progressing everything as far as possible but stopping short of commencing any actual work, ahead of a resolution to the current situation. The Board agreed it required clarification of the DFP position.

18.07 Management Statement & Financial Memorandum (MSFM) (Agenda Item 18.11)

PH presented this paper. KC raised concerns about the apparent limitations imposed by the changes proposed by OFMDFM. It was agreed to defer any decision until after further discussions with OFMDFM. **AP4 - Ask OFMDFM (and DFP) officials to attend the Board meeting on 15 August 2014 to discuss the proposed revisions to the MSFM and clarify the DFP position on the Hangars business case.**

18.08 Communications Resource (Agenda Item 18.12)

DMcCav left the meeting for the duration of this agenda item.

KA presented this paper and emphasised the need for such a resource in the current situation and that proceeding with this should not be dependent on OFMDFM approval of the 2014/15 Business Plan. The Board approved the procurement of communications professional services support at a cost of up to £150,560 subject to confirmation that OFMDFM were content. (Proposed by KC, seconded by CM)

At this point in the meeting KC said that he wished to raise two issues regarding the Ulster Aviation Society (UAS) that would possibly require Board decisions when still quorate. The two issues were (i) toilet provision in the hangars and (ii) approval for the annual Open Day.

(i) Toilet Provision in the Hangars

NM said that subject to business case approval by the Chief Executive a toilet facility could be provided within the next few months. The Board agreed to authorise the Director of Development to provide a toilet facility subject to approval by the Chief Executive under his delegated authority. (Proposed by KC, seconded by JG)

(ii) Approval of Open Day

In response to KC, KA confirmed that the application for the UAS to hold their annual Open Day in August had been submitted to OFMDFM as ministers had retained the authority to approve events on the MLK site. Whilst the MLKDC does have the statutory power to approve events, the MSFM requires the Corporation to take account of the wishes of Ministers and the Department, giving Ministers over-riding authority. For the MLKDC to give the UAS unilateral approval for the event would, in his view, be contrary to both the MSFM and legal opinion. The draft 2014/15 Business Plan approved by the Board and currently with the Department sought approval for delegated authority to approve events. As Accounting Officer, KA recorded his concerns if such unilateral action were to be taken and would require written Board direction to proceed. Following further discussions in which some members expressed reservations, the Board asked KA to advise OFMDFM that they were "*Minded to give permission to the UAS to hold their annual Open Day at MLK which had taken place in previous years.*" **AP5 - Advise OFMDFM that the Board is minded to give the UAS permission to hold its annual 2014 Open Day.**

18.09 Chairman's Business (Agenda Item 18.06)

TB advised the Board that he had met with advisors and ministers from OFMDFM on several occasions over the last few weeks to keep them informed of the Board's consideration of a way forward.

18.10 Strategic Dialogue (Agenda Item 18.07)

DMcCav made a presentation to the Board, further expanding on structure, content and methodology of a possible MLKDC engagement process, stressing the need for honesty, transparency, flexibility and time. The members gave some initial thoughts on this with the general consensus being that it was a very good starting point. It was agreed that a Gantt chart, with deliverables, milestones and timelines was now required. It was considered that an awareness of the approach to the Strategic Dialogue would be helpful for Ministers as they considered the 2014/15 Business Plan. The Board agreed that an early meeting with Ministers was necessary. KA said that a meeting with Ministers had been requested and that OFMDFM had confirmed that this was being considered. Copies of the presentation were given to Board members. **AP6 - Issue the Strategic Dialogue presentation to Board members. AP7 - Board members to provide feedback on the Strategic Dialogue presentation.**

18.11 Reserved Matters (Agenda Item 18.08)

There was no business under this agenda item.

18.12 Chief Executive's Report (Agenda Item 18.09)

KA presented his report and pointed out that a Freedom of Information request had been received. Copies of this request were given to Board members.

The Board noted the Chief Executive's report.

18.13 Health & Safety Report

This report was marked 'Read'.

The Board meeting concluded at 12.50pm.

Maze Long Kesh Development Corporation

Board Meeting No. 19 – 15 August 2014 10:00am

Maze Long Kesh Office

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Ken Cleland (KC); Jack Gallagher (JG); Joe O'Donnell (JO); Conor Patterson (CP); Terri Scott (TS)

Staff: Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); Ian Spence - Secretary (IS)

19.01 Welcome

TB welcomed all to the meeting.

19.02 Apologies

Maurice Kinhead; Tony Gallagher; Ciaran Mackel.

19.03 Conflicts of Interest

There were no conflicts of interest in respect of the agenda for the meeting.

19.04 Minutes of 26 June 2014 Board Meeting

Minutes of the meeting held on 26 June 2014 were approved. (Proposed by JG, seconded by JO)

19.05 Matters Arising

AP1 – TB had asked Tony Gallagher to act as an interim chair of the Audit Committee and he had subsequently agreed.

AP4 – KA confirmed that Tim Losty had been asked to attend the Board meeting but was unable to do so as he was on leave. Tim had asked KA to present proposals to OFMDFM which would address the Board concerns on the proposed revisions to the MSFM. KA advised the Board that DFP required ministerial approval of the business plan before it would consider specific business cases.

AP5 – KA advised that OFMDFM officials had made a submission to Ministers on the UAS Open Day but no response had been received to date. With no decision forthcoming, the UAS took the decision to cancel their Open Day. KA had subsequently met with UAS officials and assured them of the Corporation's continued support. TB said he had been working to get a response from Ministers and had also spoken to UAS and was content that the UAS understood that the Corporation fully supported them. KA advised the Board that an UAS request to open on European Heritage weekend was also with Ministers.

The Board expressed its disappointment at the absence of a response from Ministers but were generally content that media reporting of the cancellation did not focus on the Board. TB assured the Board that he had made SPADs and officials aware of the Board's frustration at the lack of a response. KA had also emailed OFMDFM officials advising them of the position taken by the Board at its June meeting.

19.06 Chairman's Business

TB and KA had a very useful meeting with Theresa Donaldson, the incoming Chief Executive of the new Lisburn and Castlereagh Council on 28 July 2014.

19.07 2014/15 Business Plan & Budget Review

KA presented this paper and set out the three significant impacts of the absence of an agreed 2014/15 Business Plan:

- (i) Limited role of the Development Corporation meant it could not fulfil its statutory function;
- (ii) Risk of irregular spend leading to Public Accounts Committee / NIAO scrutiny;
- (iii) Loss of staff resources and therefore unable to quickly respond to an upturn in activity.

KA pointed out that the original business plan had been sent to officials on 26 February 2014 with a revised plan sent on 19 May 2014. However, he understood that the plan was only submitted to Ministers by officials on 11 July 2014.

Regarding the reduction to budgets, KA and TB had met with Tim Losty (Mark Browne was to be present but did not attend) on 31 July 2014 to discuss the budget with the understanding that the Corporation would review the budget to identify potential savings. Whilst it was understood cuts were likely to be severe no specific figure had been discussed. Subsequent to this Mark Browne met with all OFMDFM's Arms Length Bodies / Non Departmental Public Bodies and asked each for savings of 4.4%. In a discussion with AS (deputising for KA on holidays) outside of the meeting, Mark Browne told her that he expected the Corporation to deliver savings of £500k (27%) which he understood had been previously discussed at the meeting on 31 July. No formal written request for savings of £500k had yet been received.

TB and KA assured the Board that this was not their understanding of the outcome of the meeting on 31 July and that no figure of savings had been discussed. The Board expressed their disappointment at this approach being taken by officials which meant that officials had predetermined a figure without fully understanding the implications for the Corporation or taking account of the Board's views.

TB said that the Board had to consider how they proceeded but firstly they needed to meet with Ministers. This meeting needed to take place before the September Board. The strategy at this meeting would be to seek approval of the business plan and to get agreement to an adequate budget to deliver the plan. The Board agreed this way forward. The Board also authorised KA to submit a budget to OFMDFM identifying savings of £500k in accordance with Mark Browne's verbal request but pointing out that it was subject to Board approval at their meeting in September 2014 and that it could jeopardise H&S and security of the Maze Long Kesh site. **AP1 - TB to write to Ministers and copy in officials, reminding them of the Board's earlier request for a meeting. AP2 - AS to proceed with Monitoring Round proposals of £500k subject to approval by the Board at its September meeting. AP3 - KA to circulate the draft minute for agenda item 19.07 to Board members present on 15 August 2014 for their agreement.**

The Board also wanted to ensure that issues with OFMDFM were tracked and followed up. **AP4 – AS to create an OFMDFM issues log to be tracked weekly.**

19.08 Chief Executive's Report (Agenda Item 19.12)

This report was taken as 'Read'.

19.09 Director of Finance & Corporate Services' Report (Agenda Item 19.13)

AS presented her report which the Board noted.

19.10 Proposed H&S and Maintenance Related Projects (Agenda Item 19.08)

NM presented this paper and set out in detail the four specific pieces of work and the reasons they were necessary. NM confirmed that the Planned Preventative Maintenance Programme and the Evacuation Measures projects would be brought back to the Board for approval after the initial scoping work and business cases were completed. The Board was keen to ensure that the Evacuation Measures project linked in with the RUAS evacuation plans. The Board confirmed their approval of the Halftown Rd Footpath and Security Fencing projects at the respective costs of £398k and £41k and instructed the Director of Development to:-

- Proceed to implement the Halftown Road Footpath and the Security Fencing projects.
- Progress investigation work and business case preparation for the Planned Preventative Maintenance Programme and Evacuation Measures projects and then to revert to the Board for formal presentation and approval. (Proposed by KC, seconded by JG)

19.11 Extension to Main Site Plans Submission Date in Development Agreement with RUAS (Agenda Item 19.09)

NM presented this paper. The Board approved this extension of the Main Site Submission Date in the Development Agreement between the Corporation and RUAS to 7 May 2015 and instructed the Senior Management Team to keep the matter under review. (Proposed by JG, seconded by TS)

19.12 Risk Appetite (Agenda Item 19.10)

AS presented this paper. The Board approved the Risk Appetite Statement attached at Appendix C. (Proposed by JO, seconded by TS)

19.13 Reserved Matters (Agenda Item 19.11)

There was no business under this agenda item.

19.14 Update on Business Plan Targets & Actions (Agenda Item 19.15)

AS presented this paper and pointed out that progress on some targets / actions was outside the control of the MLKDC. The Board noted this paper but asked that future reports reflected where responsibility for the delay rested.

19.15 Audit & Risk Assurance Committee (Agenda Item 19.14)

AS presented this paper. The Board questioned the level of attendance of the independent committee member. AS explained that the first few committee meetings had been arranged prior to the appointment of the independent member who subsequently had other commitments on those dates.

19.16 Health & Safety Report

This report was marked 'Read'.

19.17 AOB

KA confirmed that the UAS licence was due for renewal in September 2014. The Board instructed KA to renew this licence. **AP5 – The Director of Development to renew the UAS six monthly licence.**

The Board meeting concluded at 12.45pm.

Maze Long Kesh Development Corporation

Board Meeting No. 20 – 19 September 2014 10:00am

Maze Long Kesh Office

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Jack Gallagher (JG); Tony Gallagher (TG); Ciaran Mackel (CM); Joe O'Donnell (JO); Conor Patterson (CP);

Staff: Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); David McCavery - Interim Director of Communications (DMcCav); Ian Spence - Secretary (IS)

20.01 Welcome

TB welcomed all to the meeting including DMcCav who was now available on an 'as required' basis.

20.02 Apologies

Ken Cleland, Maurice Kinkead; Terri Scott

20.03 Conflicts of Interest

There were no conflicts of interest in respect of the agenda for the meeting.

20.04 Minutes of 15 August 2014 Board Meeting

Minutes of the meeting held on 15 August 2014 were approved. (Proposed by JO, seconded by JG)

20.05 Matters Arising

The Board noted that matters arising were all complete.

20.06 Chairman's Business

TB advised the Board that he had requested separate meetings with the First Minister (FM) and the deputy First Minister (dFM) and had subsequently met with dFM and his adviser. No response had been received as yet from FM. **AP1 - TB to seek a response from / meet with FM to determine his position on MLK.**

Issues that TB raised with dFM included:

- The Board request for a meeting with Ministers; **AP2 - TB to continue to seek a meeting between the Board and Ministers.**
- No approval as yet to the 2014/15 Business Plan;
- The NIAO concerns around governance as no agreed plan; **AP3 - KA to arrange a meeting between the NIAO and the Chairman, Chair of Audit Committee and CEO to discuss the MLKDC governance issues given the lack of an agreed business plan.**
- Access to and events on the MLK site;
- Future intentions in relation to the Corporation;
- Commitment of the Board to the MLK vision;
- Scale of the budget cuts.

The budget cuts had now been imposed following the letter from Mark Browne dated 4 September. AS detailed how the MLKDC proposed to achieve the savings of £500k in the current year and said that this presented a significant challenge which would result in a reduced staff. It was noted that the CEO proposed to work a four day week from early October. The Board raised the possibility of the MLKDC generating income from interim uses to supplement the budget. The Board asked for details of what it would cost to run the MLKDC in 'shadow form'. **AP4 - AS to provide the cost of running the MLKDC in 'shadow form'.**

KA highlighted the percentage cut being imposed on the MLKDC in comparison to other OFMDFM ALBs and that the Department had indicated they expected further savings. This effectively prevented the MLKDC from fulfilling its statutory obligations as set out in the SIRS Order. In addition, management of the Development Agreement with RUAS would still be required. **AP5 - KA to arrange a meeting between Mark Browne and the Chairman and CEO to explain the impacts of the budget cuts.** **AP6 - KA to arrange a meeting between SPADS and the Chairman and CEO to**

explain the impacts of the budget cuts. AP7 - AS to confirm the 2014/15 budget for OFMDFM separately identifying the budget for their ALBs.

20.07 Reserved Matters

There was no business under this agenda item.

20.08 Chief Executive's Report

KA presented his report and flagged up that the time limit for appointing the currently selected consultants to progress the design and planning application work on the external road infrastructure expired on 2 October 2014. This would result in potentially nine months delay in re-tendering and appointing a new consultant. **AP8 - KA to advise OFMDFM that the time limit for appointing the currently selected consultants on the external road infrastructure project will expire on 2 October 2014.**

CM asked what investigative / research work was being undertaken by the Development Team at present. **AP9 - NM to meet with CM to outline the scoping work that the Development Team have been involved in.**

The report was noted by the Board.

20.09 Director of Finance & Corporate Services' Report

AS presented her report and confirmed that savings achieved on previously agreed business cases could be re-cycled. On this basis, the Board asked that the Halftown Road footpath business case be reviewed for potential savings without compromising safety standards. **AP10 – NM to review the Halftown Road footpath project to consider if savings can be achieved without compromising safety standards.**

The Board approved the October Monitoring submission of (i) Capital Reduced Requirement of £1.187m and (ii) Income / Resource Bid of £0.030m. (Proposed by TG, seconded by JO)

20.10 Review of Standing Orders

AS presented this paper and explained the background for seeking a reduction to the number of Board members required to form a quorum of the Development Corporation to enable business to be transacted.

The Board agreed the revisions to paragraph 16 of the Standing Orders (Proposed by JG, seconded by CM)

20.11 Health & Safety Report

This report was marked 'Read'.

The Board meeting concluded at 11.55am.

Maze Long Kesh Development Corporation

Board Meeting No. 21 – 17 October 2014 10:00am

Maze Long Kesh Office

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Ken Cleland (KC); Jack Gallagher (JG); Tony Gallagher [(TG) Left at 11:50am]; Maurice Kinkead [(MK) Arrived at 10:25am]; Ciaran Mackel (CM); Joe O'Donnell (JO); Conor Patterson (CP); Terri Scott [(TS) Left at 11:20am]

Staff: Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); David McCavery - Interim Director of Communications (DMcCav); Ian Spence - Secretary (IS)

21.01 Welcome

TB welcomed all to the meeting and advised that Maurice Kinkead would join the meeting later.

21.02 Apologies

None

21.03 Conflicts of Interest

There were no conflicts of interest in respect of the agenda for the meeting.

21.04 Minutes of 19 September 2014 Board Meeting

Minutes of the meeting held on 19 September 2014 were approved. (Proposed by JG, seconded by CM)

21.05 Matters Arising

AP1 - TB confirmed that he had now met with the First Minister (FM) and his Special Advisor.

AP4 - AS informed the Board that it would cost £1.1m per annum to run the MLKDC based on the current structure and level of activity or £0.9m if redundancies were considered.

The Board noted the action on the other matters arising.

21.06 Chairman's Business (Agenda Item 21.07)

TB said that he had now met with FM following on from the meeting with the deputy First Minister (dFM). Both FM and dFM wanted the Corporation to remain in place and appreciated that the delivery capability of the Corporation would be significantly impacted if further cuts in excess of £500k were required. No formal notification of the level of these further cuts had yet been received from officials. Board members expressed their concern at the level of cuts the Corporation may be expected to make. Ministers had now agreed to meet with the Board though no date had yet been set.
AP1 – KA to liaise with OFMDFM regarding an early date for Board to meet with Ministers.

TB advised that he had discussed with Ministers options for the way forward regarding events and tours on the MLK site. **AP2 – TB to further engage with Ministers on the way forward for events and tours on the MLK site.**

KA felt that decisions were being made about cuts without a full appreciation of what impact these cuts would have. KA re-iterated the need for a meaningful role for the Corporation based on the draft 2014/15 Business Plan and reminded the Board that its statutory function is 'to secure the regeneration of the site'. If Ministers agreed this plan then a budget to deliver it was the next step.

TB also wanted a meeting with Mark Browne to clarify how he had determined the level of cuts. The Board agreed that TB, KA and AS should meet with Mark Browne and at that meeting invite him to meet the Board at a future date. **AP3 – KA to arrange to meet with Mark Browne along with TB and AS. AP4 – TB to advise the Board of the outcome of the meeting with Mark Browne.**

The Board also agreed that they needed to explore with Ministers their continued commitment to the Maze Long Kesh site with three key questions to be answered:

- Do Ministers want the Corporation to continue?
- Can they then agree a meaningful role based on the draft 2014/15 Business Plan?
- If so, can they provide the budget required to deliver the plan?

TB advised the Board that he had spoken with Alderman Allan Ewart from Lisburn City Council and appraised him of the current situation. TB and KA had also met the Chief Executive of the Lisburn / Castlereagh super council.

21.07 Budget and Business Plan Position Update (Agenda Item 21.06)

KA and AS presented this paper. In light of the discussion under the previous agenda item the Board agreed the need for an early meeting with Ministers. The Board placed on record its appreciation of the work of the Executive Team, specifically the quality of the information provided.

In the interim the Board:

Confirmed its continuing commitment to deliver its transformational 'peace to prosperity' vision for the Maze Long Kesh site and to support Ministers in seeking to resolve current issues, and

Advocated to Ministers the adoption of the annual business plan for 2014/15 giving the Corporation the necessary authority to proactively manage the site and undertake preparatory planning work. (Proposed by CP, seconded by CM)

21.08 Reserved Matters

There was no business under this agenda item.

21.09 Chief Executive's Report

This report was marked 'Read'.

21.10 Director of Finance & Corporate Services' Report

AS presented her report and confirmed that the Development Team critically scrutinised CPD's time and costs. The Board noted this report.

21.11 Update on Business Plan Targets and Actions

AS presented this report which the Board noted.

21.12 Risk Register

It was noted that the Board papers did not include the detailed analysis of Risk 4 – Lack of adequate financial resources. A copy of the detailed analysis was given to each Board member.

KA presented this report and said that following a recent Senior Management Team risk workshop, the high level risks were now more reflective of the current situation. NM confirmed that the RUAS Development Agreement did not commit the Corporation to provide infrastructure within specific dates.

The Board approved the risk register. (Proposed by CP, seconded by CM)

21.13 Health & Safety Report

This report was marked 'Read'.

The Board meeting concluded at 12:50pm.

Maze Long Kesh Development Corporation

Board Meeting No. 22 – 21 November 2014 10:00am

Maze Long Kesh Office

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Jack Gallagher (JG); Tony Gallagher [(TG) Left at 11:30am]; Maurice Kinkead (MK); Ciaran Mackel (CM); Joe O'Donnell (JO); Conor Patterson (CP); Terri Scott (TS)

Staff: Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); David McCavery - Interim Director of Communications (DMcCav); Ian Spence - Secretary (IS)

22.01 Welcome

TB welcomed all to the meeting.

22.02 Apologies

None

22.03 Conflicts of Interest

There were no conflicts of interest in respect of the agenda for the meeting.

22.04 Minutes of 17 October 2014 Board Meeting

TB highlighted a spelling mistake at paragraph 21.06. The second sentence should read '... if further cuts in **excess** of £500k were required.'

The Board approved the minutes of the meeting held on 17 October 2014. (Proposed by CM, seconded by JG)

22.05 Matters Arising

AP1 - TB said that Ministers had agreed to meet with the Board but no date had yet been set.

AP2 – TB confirmed that he had spoken to the Special Advisors about events and tours.

The Board noted the action on the other matters arising.

22.06 Chairman's Business

TB referred to a very informative presentation on the West Lisburn Plan given to the members of the Physical & Economic Development Committee on 11 November by Lisburn City Council and the plan consultants. This plan envisaged development over a much wider area – '3500 acre site' and as such significantly altered the context within which the MLK site existed. The Board needed to understand and discuss the impacts for the Corporation's development strategy. It was agreed that the Senior Management Team bring forward a discussion paper at the next Board meeting. **AP1 – The Senior Management Team to present early thinking on a re-framed MLKDC development strategy in the context of the West Lisburn Plan.**

22.07 Reserved Matters

There was no business under this agenda item.

22.08 Revised 2014/15 Business Plan

KA presented this paper and outlined the rationale behind this further iteration of the 2014/15 Business Plan. The Board approved the revised draft 2014/15 Business Plan and its submission to the Department for Ministerial approval subject to some final amendments. (Proposed by TS, seconded by JG) **AP2 – KA to finalise the revised draft 2014/15 Business Plan and submit to the Department.**

22.09 Chief Executive's Report

KA presented his report and said that he had been called to a meeting of OFMDFM's Arms Length Bodies chaired by Mark Browne on 24 November. TB advised KA that he had the full support of the Chair and Board to resist pressure for budget cuts other than those agreed by the Board. The Board noted this report.

22.10 Director of Finance & Corporate Services' Report

AS presented her report and advised that PowerNI had agreed to refund the cost of the second electricity substation previously approved by the Board under the Electricity

Business Case and paid for in advance of delivery. This second substation was not required as one substation was currently providing sufficient capacity for the needs of the site. The Board approved this refund and the January monitoring submission of:

- Income Bid of £0.030m;
- Capital easement of £0.450m. (Proposed by TS, seconded by JG.)

22.11 Health & Safety Report

This report was marked 'Read'.

TB asked Board members to note the earlier date of the next meeting on 12 December.

The Board meeting concluded at 11:50pm.

Maze Long Kesh Development Corporation

Board Meeting No. 23 – 12 December 2014 10:00am

Maze Long Kesh Office

Minutes

Attendees:

Chairman: Terence Brannigan (TB)

Board: Ken Cleland (KC); Jack Gallagher (JG); Ciaran Mackel (CM); Joe O'Donnell [(JO) Joined at 10:35am]; Conor Patterson (CP);

Staff: Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); Julie Harrison [(JH) Left at 12:30pm]; David McCavery (DMcCav); Paul Hughes (PH); Ian Spence - Secretary (IS)

23.01 Welcome

TB welcomed all to the meeting and informed the Board that Paul Hughes was attending as an observer as he would take over the secretarial role as IS' period of secondment with the Corporation ends on 31 December 2014. TB thanked IS for his support as board secretary. JH and DMcCav were also in attendance and will be contributing to the presentation at agenda item 23.09.

TB advised the Board of the sudden death of Billy Hamill, security officer on the site who had a long association with the site and had always carried out his duties with the utmost professionalism.

23.02 Apologies

Maurice Kinkead and Tony Gallagher

23.03 Conflicts of Interest

There were no conflicts of interest in respect of the agenda for the meeting.

23.04 Minutes of 21 November 2014 Board Meeting

The Board approved the minutes of the meeting held on 21 November 2014.
(Proposed by JG, seconded by CM)

23.05 Matters Arising

The Board noted the action on the matters arising.

23.06 Chairman's Business

TB advised the Board that there was no business to report under this agenda item.

23.07 Reserved Matters

There was no business under this agenda item.

23.08 Annual Report and Accounts for 2013/14

AS presented the report and took the Board through the detail of the Northern Ireland Audit Office (NIAO) report and was pleased to report that the NIAO will be recommending to the Comptroller & Auditor General that he certifies the 2013/14 financial statements with an unqualified audit opinion, without modification. No significant risks were identified but the NIAO had again highlighted their concern at the lack of agreed corporate and business plans.

AS took the Board through the 2013/14 accounts and pointed out that a direct comparison with the 2012/13 was misleading as the 2012/13 accounts only represented seven months trading.

CM, who chaired the Audit & Risk Assurance Committee, when the report and accounts had been reviewed, recommended their approval.

The Board highlighted its concern around the public perception if there were significant increases to land valuations against the values used in the land disposals to RUAS. NM explained that this risk was mitigated by a profit share clause in the Development Agreement with RUAS. The Board were content with this approach.

TB, on behalf of the Board, thanked AS and her Finance Team for the work they had done in achieving the audit report. TB also thanked the Audit & Risk Assurance Committee for their diligent approach to oversight and governance. **AP1 – TB to write**

to Duncan McCausland acknowledging his input during the 2013/14 reporting period, to the Audit & Risk Assurance Committee's robust approach to oversight and governance.

The Board approved the report and the accounts. (Proposed by CM, seconded by JG)

23.09 Maze Long Kesh/West Lisburn – Refreshing Our Vision

KA support by NM, JH and DMcCav made a presentation to the Board on the role of MLK in the wider context of the enlarged West Lisburn Framework, focusing on local, regional and national linkages. The general view of the Board was that this was a very positive review that addressed a number of issues with the potential to make MLK the catalyst for the wider development. Members also pointed out some potential challenges and were especially keen to avoid any rebranding of MLK. Whilst recognising the wider opportunities, the focus should be on MLK and any strategy needed to take account of the listed and retained buildings. However, the consensus was that the presentation could be used to reinvigorate and re-promote the vision for MLK, especially to Ministers. **AP2 – The Executive Team to revisit the 'Refreshing Our Vision' presentation to reflect the discussion at the Board meeting.**

The Board also gave TB authority to highlight the MLKDC as a case study in a review to be undertaken by the Chairs Forum. **AP3 – TB to engage with Chairs Forum on their potential 'Rebalancing the Economy' initiative.**

23.10 Chief Executive's Report

KA presented his report and suggested that the Board should consider holding a meeting in January 2015 given the current situation. The Board noted the report and agreed to hold an extra meeting on 23 January 2015. **AP4 – KA to arrange a Board meeting for 23 January 2015.**

23.11 Director of Finance & Corporate Services' Report

AS presented her report which the Board noted.

23.12 Committee Updates

CM said that the Audit & Risk Assurance Committee met on 4 December and referred members to update included in the Board papers.

23.13 Health & Safety Report

This report was marked 'Read'.

The Board meeting concluded at 1:15pm.