

BOARD MEETING NO. 65 – 19 FEBRUARY 2021 MINUTES

VIA VIDEO CONFERENCE

CHAIRMAN: Terence Brannigan (TB)

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

STAFF: Bryan Gregory (BG - Interim Chief Executive); Neil McIvor (NM – Director of Development); Alison Stafford (AS - Director of Finance & Corporate Services)

SECRETARY: Ian Spence (IS)

| REF | DISCUSSION | ACTION BY |
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| 65.01 | WELCOME The video conference commenced at 10:00 with the Chairman welcoming everyone. | |
| 65.02 | APOLOGIES Maurice Kinhead | |
| 65.03 | CONFLICTS OF INTEREST No conflicts of interest were declared. | |
| 65.04 | MINUTES OF BOARD MEETING ON 18 DECEMBER 2020 The Board approved the minutes of the meeting held on 18 December 2020. (Proposed by DM, seconded by CM) | |
| 65.05 | MATTERS ARISING AP4 – BG advised that regarding the Investment Strategy for NI, TEO had asked for the Corporation's capital spend profile and thanked AS for providing this at short notice. BG also clarified that the projected capital expenditure covered only supporting infrastructure, and did not include any development project related spend. AP5 – DM advised that he had reminded NIAO at the Audit & Risk Assurance Committee meeting the previous day of the expectation that lessons learned during the current audit would impact positively on the approach to future audits. BG advised that in order to allow the Audit & Risk Assurance Committee sufficient time for scrutiny of the 2019/20 accounts, they might not be ready for presentation to the Board at the next meeting. AP1 - Circulate board members with a date for a further board meeting to sign off the 2019/20 accounts. (Post Meeting Note – A provisional date of 23 April 2021 was circulated) Members noted the actions taken on the completed Matters Arising. | AS |

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| 65.06 | <p>CHAIRMAN'S BUSINESS</p> <p>TB congratulated Mark Browne on his promotion to Permanent Secretary in the Department of Education. No successor had yet been appointed. (Post Meeting Note – Chris Stewart to lead the Strategic Policy, Equality & Good Relations Directorate.) AP2 – Write to Mark Browne thanking him for his support to MLK over the past number of years.</p> <p>TB advised the Board that he and the Director of Development had met with the RUAS Chief Executive, Alan Crowe, to update him prior to the meeting with Ministers on 10 February 2021. RUAS and MLKDC strategies remained aligned.</p> <p>The Chairman had also spoken with Jenny Pyper, Interim HOCS, and she had been made aware of the meeting between the Board and Ministers. It was hoped to arrange a meeting with the HOCS in due course.</p> <p>TB had also met with the officials from the Lisburn and Castlereagh City Council and the South Eastern Regional College.</p> <p>As a follow up to the meeting with Ministers on 10 February, the Chairman had sent a copy of the presentation along with speaking notes to Ministers. AP3 - Send Board Members, Executive Team and Board Secretary the follow up letters sent to Ministers following the meeting on 10/02/2021, incorporating the presentation and speaking notes.</p> <p>The members and Executive Team gave their impressions of how they felt the presentation to Ministers was received. All felt that it had been positively received especially with a number of the attending officials and Special Advisors hearing of the potential of the site for the first time. Members agreed that momentum needed to be maintained and the discussion centred on how this could best be achieved. Members stressed the importance of greater visibility and something tangible such as road links, flowing from the meeting. They also felt it was important to have a road map and timeline for delivery of the revised strategy and that board members should support the Chairman in delivery of the next steps.</p> <p>After further discussions, the Board agreed the next steps as follows:</p> <ul style="list-style-type: none"> • Engage with Special Advisors to explore progressing the revised strategy: AP4 - Meet with Special Advisors to progress revised strategy following meeting with Ministers on 10/02/2021. • Meet with TEO new Deputy Secretary when appointed to set out the revised strategy: AP5 - Meet with Mark Browne's replacement to progress the Board's revised strategy following meeting with Ministers on 10/02/2021. • Meet with partners / key stakeholders to understand how they could help create momentum for the revised strategy. AP6 - | <p>TB</p> <p>TB</p> <p>TB & BOARD</p> <p>TB/TG/BG</p> |

| REF | DISCUSSION | ACTION BY |
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| | <p>Meet with partners / key stakeholders with a view to creating momentum for the revised strategy.</p> <ul style="list-style-type: none"> • Enlist the support of the Ministerial Advisory Group (MAG) to help in delivering the revised strategy. AP7 - Meet with the Ministerial Advisory Group (MAG) to understand how it could support MLKDC in delivering the revised strategy. • AP8 - Identify work streams falling out of the revised strategy, along with the resources (staff/budgets) needed to deliver the work stream outputs. | <p>TB/CP/CM/BG/NM</p> <p>CM/NM</p> <p>BG/NM/AS</p> |
| 65.07 | <p>CHIEF EXECUTIVE'S REPORT</p> <p>BG presented his report, and outlined the emerging findings from the specialist aviation advisors with respect to AANI's request to establish a permanent base at MLK. The Board noted the Report.</p> | |
| 65.08 | <p>DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT</p> <p>AS presented her report and expressed confidence that the resource budget would be spent by 31 March 2021. While there were issues in relation to the WWII hangars project, the Director of Development had contingency plans in place to ensure the capital budget was spent by year end. AS would continue to liaise with TEO on year end spend.</p> <p>DM advised the Board that the Audit & Risk Assurance Committee had ratified the management decision to take up the option to extend the Corporation's internal auditors ASM for a further two years in line with the terms of the contract.</p> <p>Members were content that the PowerPoint presentation given to Ministers on 10 February 2021, was issued to the independent member of the Audit & Risk Assurance Committee.</p> <p>The Board noted the Director of Finance & Corporate Services' Report.</p> | |
| 65.09 | <p>DIRECTOR OF DEVELOPMENT'S REPORT</p> <p>NM presented his report and the Board approved an extension of the time limit of business case BC0226 (maintenance of MLK estate) by a further two years, to the end of the financial year 2023. (Proposed by DM, seconded by CM)</p> <p>NM advised the Board that he was confident of achieving the year end spend position on capital despite the delays to the work on the WWII hangar doors with a number of back up capital projects being readied to utilise unspent budget if required.</p> <p>The delays to the work on the hangar doors resulted from the metal fabricator's workforce contracting COVID-19 and the level of deterioration of the doors being greater than anticipated. The level of deterioration could only be accurately assessed once the doors were taken down and the sheeting removed from the support struts.</p> | |

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| | The Board noted the Director of Development Report. | |
| 65.10 | HEALTH & SAFETY REPORT This report was taken as 'Read'. The meeting ended at 12:15. | |

BOARD MEETING NO. 66 – 23 APRIL 2021 MINUTES

VIA VIDEO CONFERENCE

CHAIRMAN: Terence Brannigan (TB)

BOARD: Jack Gallagher (JG); Tony Gallagher (TG); Duncan McCausland (DM); Ciaran Mackel (CM – Joined meeting at 10:25); Joe O'Donnell (JO); Conor Patterson (CP)

STAFF: Bryan Gregory (BG - Interim Chief Executive); Alison Stafford (AS - Director of Finance & Corporate Services)

SECRETARY: Ian Spence (IS)

| REF | DISCUSSION | ACTION BY |
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| 66.01 | <p>WELCOME</p> <p>The video conference commenced at 10:00 with the Chairman apologising for postponing the board meeting on 19 March following discussions with Chris Stewart (TEO). Board members had now been re-appointed through to September 2022. All members had accepted their re-appointments with the exception of Maurice Kinkead. TB acknowledged the contribution Maurice had made, often bringing a different perspective on issues. AP1 - Write to Maurice Kinkead thanking him for his contribution and input to the Corporation.</p> <p>The Chairman also advised that TEO were planning to progress the process to recruit four new board members.</p> <p>TB mentioned the death of Neil McIvor's father and expressed the condolences of the Board and the wider MLK team.</p> | TB |
| 66.02 | <p>APOLOGIES</p> <p>Neil McIvor</p> | |
| 66.03 | <p>CONFLICTS OF INTEREST</p> <p>No conflicts of interest were declared.</p> | |
| 66.04 | <p>MINUTES OF BOARD MEETING ON 19 FEBRUARY 2021</p> <p>The Board approved the minutes of the meeting held on 19 February 2021. (Proposed by DM, seconded by TG)</p> | |
| 66.05 | <p>MATTERS ARISING</p> <p>TB and BG updated the Board on the Matters Arising which were noted.</p> | |
| 66.06 | <p>CHAIRMAN'S BUSINESS</p> <p>The Chairman referred to the recent planning approval for the Knockmore link road and associated outline planning permission for the Blaris lands.</p> <p>TB, as Entrepreneur in Residence at the Sothorn Regional College (SERC), outlined a SERC and Lisburn and Castlereagh City Council's (LCCC) proposal for an entrepreneurial hub based somewhere within the council</p> | |

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| | <p>area. Given the interest shown in the social enterprise element of the MLK strategy recently presented to Ministers, there might be potential for the entrepreneurial hub to be located at MLK. The board members were all supportive of this possibility, being a good fit with the MLK strategy. The modalities of such an enterprise required further discussion and development, including whether it would be a project within the Belfast Region City Deal. The Board agreed in principle that the Development Committee meet to develop thinking on this potential opportunity.</p> <p>The Chairman pointed out another area of the MLK strategy that interested Ministers, the social housing element, and suggested consideration should now be given as to how best to advance this. AP2 – A meeting of the Development Committee to be arranged to consider both an entrepreneurial hub and social housing as part of the Spatial Framework.</p> <p>An update meeting with the RUAS Chief Executive had been postponed and would be now be re-convened. AP3 - Meet with RUAS Chief Executive to update him on progress.</p> <p>Given the postponement, in March 2020, of the Chief Executive of National Museums NI (NMNI) meeting with the Board it was now an opportune time to consider rearranging this meeting. AP4 – Consider arranging for the Chief Executive of NMNI to meet the Board.</p> | <p>NM</p> <p>TB</p> <p>BG</p> |
| 66.07 | <p>CHIEF EXECUTIVE'S REPORT</p> <p><i>(1) AANI Proposal</i></p> <p>BG highlighted the conclusions from the reports from the specialist development planning and aviation experts, which were supportive of AANI's preferred location for its permanent base at MLK. However, the aviation experts recommended that a phased approach be adopted to include: (a) Requirements Capture Exercise; (b) Stakeholder Workshop and (c) Design Development. BG also suggested that there should be further consideration of any potential future lease agreements to give the Corporation greater long term landlord security.</p> <p>DM raised a number of issues / risks regarding AANI's preferred permanent location which would require further consideration. Members concurred with these comments and the possible impact on the Spatial Framework. Whilst recognising that AANI was now an integral part of the delivery of health services and wanting to be supportive of this, the Board needed to be sure there would be no detrimental impacts on the future development of the site in line with its strategy. Additionally, all H&S risks needed to be fully understood and addressed. Other specialist experts such as the NI Fire & Rescue Service to be consulted as necessary, before any final decision taken.</p> <p>The Board approved the recommendation, namely an 'in principle' agreement to the AANI proposal, subject to a Requirements Capture Exercise, and subsequent satisfactory resolution of those Requirements. (Proposed by DM, seconded by CM)</p> | |

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| | <p>(2) Continued Adoption Standing Orders</p> <p>TB asked Committee Chairs to ensure any meeting was quorate before commencing the meeting.</p> <p>The Board approved the continued adoption of the current Standing Orders. (Proposed by DM, seconded by CM)</p> <p>(3) Risk Appetite Review</p> <p>BG suggested that a two-step approach be adopted; (1) Review of the Risk Appetite Classifications and (2) Subsequent review of the Risk Appetite against each Risk Classification.</p> <p>The Board agreed the suggested Risk Appetite Classifications and Risk Categories, with a view to updating the MLKDC Risk Appetite Statement for further consideration by the Board. (Proposed by DM, seconded by CM)</p> <p>BG advised the Board that IT Assist were rigorously enforcing the three month rule on deletion of emails so all relevant emails needed to be saved. He also advised that the same circular referred to guidance from the Information Commissioner's Office (ICO), which indicated that information held in private email accounts was an integral part of the overall records and needed to be managed accordingly. BG asked that any relevant MLKDC correspondence be forwarded to the Board Secretary for saving on the electronic documents record management system.</p> <p>BG paid tribute to the MLK staff in achieving the Corporation's year end capital and resource spend given the considerable issues arising from the coronavirus pandemic. TB thanked BG and the Executive Team for their work over the last year.</p> | |
| 66.08 | <p>DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT</p> <p>(1) Report To Those Charged With Governance (RTTCWG)</p> <p>AS advised that there was an unqualified audit opinion with no adjusted or unadjusted errors even though a lower level of materiality had been applied. There was one Priority 3 finding involving an invoice not accrued for which had been accepted. There had been number of narrative changes highlighted in Appendix C and one small adjustment to the figures in the notes to the accounts.</p> <p>(2) Annual Report and Accounts for the year ended 31 March 2020</p> <p>The paragraph entitled <i>Statement of Comprehensive Net Expenditure</i> on page 7 of the report and accounts to 31 March 2020 had been re-worded in line with the email issued to members on 21 April 2021.</p> <p>All these amendments had been accepted by the NIAO.</p> <p>DM, as Chair of the Audit & Risk Assurance Committee, advised that the Committee had reviewed the Annual Report and Accounts in depth and was content to recommend their acceptance to the Board.</p> | |

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| | <p>The Board approved the RTTCWG, including the Letter of Representation and Audit Certificate, and the Annual Report and Accounts to 31/03/20. (Proposed by DM, seconded by TG)</p> <p>AS advised that the Corporation had achieved its full capital and resource spend at the year end. The full budget estimate for 2021/22 had now been confirmed by TEO with the corresponding risk de-escalated.</p> <p>A Freedom of Information request relating to IT software, had been received on 31 March 2021, and the proposed response was with the Chairman for information.</p> <p>The Chairman thanked AS and her Finance Team for their work over the year.</p> | |
| 66.09 | <p>DIRECTOR OF DEVELOPMENT'S REPORT</p> <p>This report was taken as 'Read'.</p> | |
| 66.10 | <p>HEALTH & SAFETY REPORT</p> <p>This report was taken as 'Read'.</p> | |
| | <p>The meeting ended at 12:20. Next meeting scheduled for 18 June 2021.</p> | |

BOARD MEETING NO. 67 – 18 JUNE 2021 MINUTES

VIA VIDEO CONFERENCE

CHAIRMAN: Terence Brannigan (TB)

BOARD: Jack Gallagher (JG); Tony Gallagher (TG); Duncan McCausland (DM); Joe O'Donnell (JO); Conor Patterson (CP)

STAFF: Bryan Gregory (BG - Interim Chief Executive – Left meeting at 11:30); Alison Stafford (AS - Director of Finance & Corporate Services); Neil McIvor (NM – Director of Development)

SECRETARY: Ian Spence (IS)

| REF | DISCUSSION | ACTION BY |
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| 67.01 | WELCOME The video conference commenced at 10:05 with the Chairman welcoming all. | |
| 67.02 | APOLOGIES Ciaran Mackel | |
| 67.03 | CONFLICTS OF INTEREST No conflicts of interest were declared. | |
| 67.04 | MINUTES OF BOARD MEETING ON 23 APRIL 2021 The Board approved the minutes of the meeting held on 23 April 2021. (Proposed by DM, seconded by TG) | |
| 67.05 | MATTERS ARISING 23 April 2021 AP1 – Closed: Chairman had written to Maurice Kinhead. AP2 – Ongoing: Chairman to agree a suitable date with the Development Committee members for a meeting. AP3 – Ongoing: NM to liaise with Chairman and RUAS to arrange a suitable date for a meeting. 19 February 2021 AP4 – Closed: It was decided to close this action point until there was more certainty around ministerial appointments. AP7 – Closed: It was agreed that MAG input would be most beneficial in spatial planning and the corresponding policy framework. AP8 – Closed: Acknowledging the lack of ministerial agreement on the way forward, BG outlined the potential work streams that would be needed to support the redevelopment of the site. This included highlighting the criticality of upgrading the roads infrastructure, irrespective of the final agreed long term uses, the need to update the Spatial Framework, and the associated budget implications. | |

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| 67.06 | <p>CHAIRMAN'S BUSINESS</p> <p>The Chairman advised that he was continuing to liaise with Chris Stewart and officials in TEO on the board member recruitment process and on the way forward in the current political climate with the roads infrastructure being identified as one area that could be progressed.</p> <p>TB also advised that he was continuing to liaise with the Sothern Regional College (SERC), and Lisburn and Castlereagh City Council's (LCCC) on their proposal for an entrepreneurial hub.</p> <p>The Chairman said he envisaged the entrepreneurial hub proposal along with the RUAS and AANI future plans being brought before the Development Committee for consideration, with that committee then making appropriate recommendations to the Board.</p> <p>TB said that the RUAS Masterplan must align with and complement the MLKDC revised strategy.</p> | |
| 67.07 | <p>CHIEF EXECUTIVE'S REPORT</p> <p>As the second stage in the review of MLKDC's Risk Management Framework, BG set out the scoring methodology linked to each Risk Appetite Classification. It was noted that the first and fifth scoring matrices had their headings inverted by mistake. The Board agreed the suggested Scoring Methodology. (Proposed by DM, seconded by JG)</p> <p>BG highlighted that one target area of the 2021/22 Business Plan was being marked 'Amber' as at 30 June. This was the WWII hangar doors refurbishment where the costs for the left-hand doors had significantly increased. This meant that a new business case might have to be prepared covering the right-hand doors and the work on these doors would not now commence before 2022/23.</p> <p>BG flagged up the draft letter to the Comptroller & Auditor General (C&AG) expressing concern at the above inflation percentage increase in NIAO fees in the last two years. DM advised that the Audit & Risk Assurance Committee had raised this issue along with concerns about the poor customer service and suggested that the Chairman write to the C&AG setting out these concerns. DM suggested that the letter should acknowledge the impact COVID-19 had on staff absences within the NIAO. AP1 – Amend the draft letter to the C&AG to acknowledge the impact COVID-19 had on staff absences within the NIAO.</p> <p>The members agreed that the Director of Finance & Corporate Services secondment be extended. (Proposed by DM, seconded by JG)</p> | AS |
| 67.08 | <p>DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT</p> <p>AS presented the 2020/21 Equality Progress Report. The Board approved the Annual 2020/21 Progress Report for submission to ECNI. (Proposed by DM, seconded by JO)</p> <p>AS highlighted the capital underspend at 31 May resulting from the WWII hangar doors, as previously discussed at paragraph 67.07 above. It was</p> | |

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| | <p>unlikely that this money could now be spent in 2021/22 and as a result capital money would be returned to TEO in the next monitoring round.</p> <p>AS reported on the Audit & Risk Assurance Committee meeting on 20 May. DM as Chair of the Committee drew attention to the Committee's Annual Report for 2020/21. This report was noted by the Board. DM thanked his fellow committee members for their input over the year which TB fully endorsed.</p> | |
| 67.09 | <p>DIRECTOR OF DEVELOPMENT'S REPORT</p> <p>NM presented his report and pointed out that the first 2021 Balmoral Show planning meeting was the following week.</p> <p>NM further highlighted the under-estimation of the costs of the refurbishment of the WWII Hangars left-hand doors (first phase of project). To ensure that the business case approval limit was not exceeded and all expenditure remained regular, no work would commence on the right-hand doors until costs were clarified using the experience of the first phase. At this point appropriate governance measures would be taken which might result in a new business case.</p> <p>NM confirmed that COVID-19 partially accounted for some of the under-estimation of costs and the fact that the full extent of the refurbishment required could not be identified until the doors were actually taken apart. Nonetheless there was an under-estimation of the costs which was also the case in some other costs from CPD.</p> <p>TB confirmed that CPD had charged the Corporation for its time and asked that AS write to CPD expressing concern at these under-estimations and if possible seek appropriate redress. AP2 – Write to CPD expressing concern at its under-estimation of costs in a number of business cases and ask for appropriate redress.</p> <p>TB emphasised the criticality of ensuring that all the buildings were H&S compliant.</p> <p>NM updated the Board on the security enhancements put in place following the unauthorised accesses to the site over the last few weeks. A security working group comprising of key stakeholders including board members had been established and they had visited the site. A security expert had been engaged and tasked with providing a report and recommendations, which was due at the end of July.</p> <p>DM, as Chair of the Security Working Group, advised that the key principle was to intercept unauthorised visitors as soon as they illegally entered the site and to call the PSNI using the 999 telephone number. G4S had initiated enhanced security patrolling backed up by CCTV. Appropriate signage was being considered.</p> <p>DM stressed that the key protection for the site and buildings was bringing them into effective use by opening them up to the public. He also felt that board members should visit the site and buildings to see for themselves the various security enhancements. The Chairman suggested that the next board meeting should be held at MLK, COVID-19 regulations permitting, to allow for</p> | AS |

| REF | DISCUSSION | ACTION BY |
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| | <p>a tour of the site. TB highlighted that the Listed and Retained Buildings must be protected irrespective of cost. Chris Stewart had been made aware of the issue and TEO had asked for a briefing for Ministers.</p> <p>The Board decided to bring forward the date of its next meeting to Thursday 19 August 2021 at 14:30 which would be an in-person meeting at MLK, COVID-19 regulations permitting. This meeting would be preceded by a tour of the MLK site. Lunch to be provided. AP3 – Make the necessary arrangements for the next board meeting to be held on site on 19 August 2021.</p> | IS |
| 67.10 | <p>HEALTH & SAFETY REPORT</p> <p>This report was taken as 'Read'.</p> | |
| | <p>AOB</p> <p>The Chairman advised that he had agreed that the Chief Executive adopt a revised working pattern which would be reviewed later in the year.</p> <p>The meeting ended at 11:50.</p> | |

BOARD MEETING NO. 68 – 19 AUGUST 2021 @14:40

MINUTES

CHAIRMAN: Terence Brannigan (TB: Joined at 15:25)

BOARD: Jack Gallagher (JG; via Zoom); Duncan McCausland (DM); Ciaran Mackel (CM; via Zoom) Joe O'Donnell (JO); Conor Patterson (CP)

STAFF: Bryan Gregory (BG - Interim Chief Executive); Alison Stafford (AS - Director of Finance & Corporate Services); Neil McIvor (NM – Director of Development)

SECRETARY: Ian Spence (IS)

| REF | DISCUSSION | ACTION BY |
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| 68.01 | <p>WELCOME</p> <p>As the Chairman was unavoidably detained in another meeting, it was agreed that DM chair the meeting until TB's arrival.</p> <p>DM welcomed all with JG and CM joining the meeting via Zoom.</p> <p>A closed session of the Board would take place at the end of the meeting when the Executive Team and Board Secretary would leave the meeting.</p> | |
| 68.02 | <p>APOLOGIES</p> <p>Tony Gallagher</p> | |
| 68.03 | <p>CONFLICTS OF INTEREST</p> <p>No conflicts of interest were declared.</p> | |
| 68.04 | <p>MINUTES OF BOARD MEETING ON 18 JUNE 2021</p> <p>DM asked that the minutes be amended at section 67.09 Director of Development Report, last paragraph on page 7 to read, '<i>DM, as Chair of the Security Working Group, advised...</i>'</p> <p>The Board approved the minutes of the meeting held on 18 June 2021. (Proposed by JO, seconded by JG)</p> | |
| 68.05 | <p>MATTERS ARISING</p> <p>23 April 2021</p> <p>AP2 – Ongoing: NM to liaise with Chairman and arrange meeting and agenda.</p> | |
| 68.06 | <p>CHAIRMAN'S BUSINESS</p> <p>DM asked for comments from those members who had earlier toured the site including the Listed and Retained Buildings. All felt that the degree of deterioration was at a critical stage where, if no remedial work was now undertaken, then some of the buildings may well become unrepairable, especially the steel structures. Members felt that heat and ventilation would help preserve the prison buildings. As part of the prison complex was listed there was an obligation on the Corporation to properly maintain these</p> | |

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| | <p>buildings, DM suggested that a costed plan for work to bring the buildings up to a certain standard be considered.</p> <p>BG suggested a three stage approach which would dovetail into the Programme Business Case :</p> <ul style="list-style-type: none"> • Stage 1 – An options appraisal to identify alternative approaches for bringing the prison buildings back into beneficial use; AP1 – Undertake an Options appraisal to identify alternative approaches for bringing the prison buildings back into beneficial use. • Stage 2 – Remedial work resulting from or recommended by the completed Conditions Survey – scope and costings; and • Stage 3 – Additional work to bring the buildings up to the necessary standard to allow safe access for the main alternative approaches identified in Stage 1. <p>Members were in agreement that all the structures needed to be retained to ‘tell the whole story’ and that the best way to ensure that the buildings were properly maintained was to bring them into beneficial use.</p> <p>The Board approved a proposal by JO, seconded by CP, that the Chief Executive (CE) bring forward a costed report of the work required to bring all the prison buildings up to a certain standard. AP2 – Bring forward a costed report of the remedial work falling out of the Listed & Retained Buildings Conditions Survey.</p> <p>AP3 – Identify and cost the work required to facilitate safe access to the Listed & Retained Buildings for the range of options identified.</p> <p>On assuming the Chair, TB informed the Board that he had received positive feedback from Chris Stewart (TEO) and his team and the view was that the Corporation proceed with preparing the appropriate work streams on the revised strategy presented to Ministers, with particular regard to the necessary infrastructure. There was also an acknowledgement that this would have resource implications.</p> <p>BG advised that he had received the roads infrastructure report which suggested an 8 to 10 year period, excluding potential timescales for business case processes, to deliver the link road. Given the Chairman’s comments above, BG suggested that over the autumn, the Programme Level business case objectives could be formulated and then shared with key stakeholders.</p> <p>JO suggested that the Corporation should again ask for control over access to the Listed and Retained Buildings. BG suggested a phased approach to access should be considered and initially an analysis of visit requests be carried out to help inform an approach. AP4 – Undertake an analysis of requests to visit the Listed and Retained Buildings.</p> <p>The Chairman said that the Development Committee needed to meet and asked NM to liaise with him on a date and the agenda. BG pointed out that a recommendation from the recent Internal Audit review was the need to review</p> | <p>BG</p> <p>NM</p> <p>BG</p> <p>AS</p> |

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| | the Development Committee Terms of Reference. AP5 – Review the terms of Reference for the Development Committee. | TB |
| 68.07 | <p>CHIEF EXECUTIVE’S REPORT</p> <p>BG presented the Risk Appetite Statement which the Board approved. (Proposed by CP, seconded by CM)</p> <p>BG highlighted a number of issues within his report:</p> <ul style="list-style-type: none"> • Paragraph 6.1 – A resource bid for £54k for additional security costs. • Paragraph 7.2 – The CE’s appointment as Transformation Director with Ulster University from 1 July 2021. • Paragraph 8 – A suite of experts had now been appointed to assist the Executive Team in its consideration of the AANI plans for a permanent basis at MLK. These have not yet been received although AANI had requested a 125 year lease at a nominal peppercorn rent. Whilst this was not possible given the Corporation’s current remit, nonetheless, the Board needed to be cognisant of the economic and social benefits of AANI in the improved outcomes of its life-saving work. <p>The Board noted this report.</p> | |
| 67.08 | <p>DIRECTOR OF FINANCE & CORPORATE SERVICES’ REPORT</p> <p>AS presented her report highlighting that Capital expenditure was well behind forecasts. However, the DoD had assured her that there were a number of projects in the pipeline that would fully utilise the budget remaining, post October monitoring.</p> <p>DM, as Chair of the Audit & Risk Committee reported on the Committee’s meeting earlier that day including:</p> <ul style="list-style-type: none"> • Detailed review of the Report and Accounts to 31 March 2021 which the Committee recommended acceptance off. • Robustly challenging the level of fees charged by the NIAO. • Detailed review of the Risk Registers where the Committee suggested that the WWII Hangars and prison complex warranted separation. • Detailed consideration of the CE’s Quarterly Assurance Statement to 30 September 2021. <p>The Board noted this report.</p> | |
| 67.09 | <p>DIRECTOR OF DEVELOPMENT’S REPORT</p> <p>NM took the Board through the business case for replacement of the Hangars downpipes and confirmed that inflationary pressures were accounted for in it. BG pointed out that this was the first business case before the Board using the new Treasury five case model. The Board approved the expenditure as outlined in the Business Case (BC0246) (Proposed by DM, seconded by CP)</p> <p>DM, as Chair of the Security Working Group, advised that the group had reviewed the security report, which included recommendations for enhancing</p> | |

| REF | DISCUSSION | ACTION BY |
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| | <p>security on the site. One of the recommendations was the production of a suite of security documents. G4S would continue to patrol the perimeter of the site until the end of the financial year and the Development Team was working with CPD to install power to the prison. Power could be brought from the Hangars and CPD were working with NIE on this.</p> <p>AP6 – A record to be kept of all contacts with NIE on the issue of establishing power in the prison buildings.</p> <p>The Board approved the instruction of an security advisor to assist implementation of the recommendations in the security report, subject to budget availability, (Proposed by DM, seconded by CP)</p> <p>TB posed the question of whether or not the Corporation was doing all it could to protect the Listed and Retained Buildings which was a critical issue for the Board. CM felt that the vulnerabilities were being addressed with power to the prison being a key security enhancement. DM felt that it was reasonable to expect all the security enhancements and documents to be in place by 31 December 2021.</p> <p>NM advised the Board that both he and the Chairman had met with the RUAS Chief Executive where the Society's plans for its 55 acres were discussed. TB had stressed to the RUAS Chief Executive the need to follow the procedures set out in the Development Agreement. BG reminded members that the Society's planning application for its Annex building had included colour elements which MLK was content with but that this had not yet been progressed. In addition, the Executive Team had not yet seen sight of a Masterplan despite being assured over a long number of months that it was nearing completion. AP7 – Draft a letter for the Chairman to send to RUAS raising the issues of the Annex and Masterplan.</p> <p>The Board note this report.</p> | <p>NM</p> <p>BG</p> |
| 68.10 | <p>HEALTH & SAFETY REPORT</p> <p>This report was taken as 'Read'.</p> | |
| | <p>AOB</p> <p>The Chairman noted the passing of Mr. Ernie Cromie, the former Chairman of the Ulster Aviation Society. The Chairman undertook to write to Mrs Cromie on behalf of the Board.</p> <p>The Executive Team and Board Secretary left the meeting at 16:30 to allow the Board to continue in closed session.</p> | |

BOARD MEETING NO. 69 – 17 DECEMBER 2021 @ 09:10 (BY ZOOM)

MINUTES

CHAIRMAN: Terence Brannigan

BOARD: Jack Gallagher (JG); Tony Gallagher (TG); Duncan McCausland (DM); Ciaran Mackel (CM); Conor Patterson (CP)

STAFF: Bryan Gregory (BG - Interim Chief Executive); Alison Stafford (AS - Director of Finance & Corporate Services); Neil Mclvor (NM – Director of Development)

SECRETARY: Ian Spence (IS)

| REF | DISCUSSION | ACTION BY |
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| 69.01 | WELCOME The Chairman welcomed all in attendance. | |
| 69.02 | APOLOGIES Joe O'Donnell | |
| 69.03 | CONFLICTS OF INTEREST No conflicts of interest were declared. | |
| 69.04 | MINUTES OF BOARD MEETING ON 19 AUGUST 2021 The Board approved the minutes of the meeting held on 19 August 2021. (Proposed by DM, seconded by CM) | |
| 69.05 | MATTERS ARISING FROM 19 AUGUST 2021 AP1 – CLOSED: Four strategic options had been identified, in principle being: a) Demolish; b) Decay; c) Conserve and d) Restore. AP2 – CLOSED: NM to make a presentation on the costs following his DoD Report. AP3 – CLOSED: Preferred option and costs to be established by the end of quarter 1 in 2022/23. AP4 – CLOSED: AS confirmed that the database of requests received had been compiled. AP5 – CLOSED: Review of Development Committee TORs included in DoD Report. AP7 – CLOSED: Letter hand delivered to RUAS on 14/12/2021. | |
| 69.06(A) | CHAIRMAN'S BUSINESS TB updated the Board on the recent visit of the Committee for the Executive Office to MLK, followed by a site tour and presentation, stating that the Committee was very supportive of the Corporation's revised strategy and | |

| REF | DISCUSSION | ACTION BY |
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| | <p>fully recognised the potential of the site. The Committee had now asked the Strategic Investment Board (SIB) CEO to appear before it, given that it was responsible for delivery of large infrastructure projects. TB advised that he and BG will meet with the SIB CEO to brief him beforehand.</p> <p>The Committee had also written to FM/dFM regarding the lack of security of tenure around the Ulster Aviation Society short-term licencing agreements.</p> <p>The Chairman advised the Board of a number of meetings he had attended or was planning with key stakeholders over the next period, some of which he would require his fellow board members' support at. AP1 – Provide board members with the dates of the various meetings planned with key stakeholders.</p> <p>TG suggested that it might be worthwhile to develop an information pack for issue to all MLAs post the NI Assembly elections in May 2022. TB suggested he updated the MLK Summary Report he had previously completed and that this could be sent to MLAs. AP2 – Update the MLK Summary Report.</p> <p>The Chairman thought it worthwhile for him to review the analysis of the requests to visit the MLK site. AP3 – Meet with AS to review the database of requests to visit the MLK site.</p> <p>TB informed the Board that he had been invited by TEO to sit on the panel tasked with drawing up a list of potential new board members for MLK.</p> | <p>TB</p> <p>TB</p> <p>TB</p> |
| <p>69.06 (B)</p> | <p>NIAO REPORT TO THOSE CHARGED WITH GOVERNANCE (RTTCWG) ANNUAL REPORT AND ACCOUNTS FOR YEAR ENDED 31 MARCH 2021</p> <p>AS presented the RTTCWG from the NIAO which gave the Corporation a clean audit opinion for the year ended 31 March 2021.</p> <p>DM as Chair of the Audit & Risk Assurance Committee, advised that the Committee had scrutinised the RTTCWG and accounts in depth and recommended acceptance of both.</p> <p>The Board accepted the RTTCWG and the Annual Report and Accounts to 31 March 2021. (Proposed by DM, seconded by CM)</p> <p>The Chairman thanked DM and his fellow committee members and AS for their work on the accounts.</p> <p>TB and BG confirmed their agreement to the use of their electronic signatures as required on the documents before submission to the Comptroller & Auditor General.</p> | |
| <p>69.07</p> | <p>CHIEF EXECUTIVE'S REPORT</p> <p>BG presented the draft 2022/23 Business Plan, pointing out the consolidation of some targets and a new target about contributing to the North South School Exchange Programme as set out in New Decade, New</p> | |

| REF | DISCUSSION | ACTION BY |
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| | <p>Approach. TB envisaged these school visits as a practical means to opening up the site and unlocking the political situation.</p> <p>Both the Board and the Executive Team confirmed the need to tell the whole story of the site.</p> <p>CM referred to a booklet by Louise Purbrick <i>'The Architecture of Containment'</i> and was also keen for DfC Historical & Environment Division (HED) to have early involvement in any proposed restoration of the Listed & Retained Buildings. AP4 – Obtain a copy of the Louise Purbrick booklet <i>'The Architecture of Containment'</i> and make available to the Board.</p> <p>BG confirmed that as yet, there had been no scenario planning requested by TEO around potential cuts to budgets and that the Business Plan budgets aligned with the returns previously submitted to TEO.</p> <p>The Board approved the draft 2022/23 Business Plan for submission to TEO. (Proposed by JG, seconded by CM)</p> <p>BG then explained the rationale behind the proposed Memorandum of Agreement (MoA) with Lisburn & Castlereagh City Council (LCCC). A number of changes to the wording were discussed and accepted and it was agreed that the MoA could be used as a template for agreements with other councils. AP5 – Make contact with the Chair of SOLACE and the NI office of the department with responsibility for Levelling Up Funding.</p> <p>The Board agreed to progress the Memorandum of Agreement with LCCC. (Proposed by DM, seconded by CP)</p> <p>DM confirmed that the Audit & Risk Assurance Committee had reviewed in detail, the Chief Executive's Quarterly Assurance Statement to 31 December 2021.</p> <p>BG advised that the Director of Finances & Corporate Services secondment had been extended which was welcomed by the Chairman.</p> <p>The Board noted this report.</p> | <p>IS</p> <p>TB</p> |
| 69.08 | <p>DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT</p> <p>AS presented her report and highlighted that following budget easements, the Corporation was largely on track to achieve its year end budget though this was contingent on no significant COVID-19 impacts over the next three months.</p> <p>AS advised the Board that a new corporate risk had been added to the register following the Audit & Risk Assurance Committee meeting in November 2021. This risk was around the continuity and operation of the MLKDC Board being adversely impacted due to vacancies on the Board and delay in the appointment process. DM, as Chair of the Committee endorsed this risk.</p> <p>Support for the Development Team had now been secured with a temporary new team member due to start on 4 January 2022.</p> | |

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| | The Board noted this report. | |
| 69.09 | <p>DIRECTOR OF DEVELOPMENT'S REPORT</p> <p>NM advised that the Physical and Economic Development Committee had reviewed its Term of Reference (TORs). The Board approved the updated Physical and Economic Development Committee TORs as attached in Annex 1. (Proposed by DM, seconded by CM)</p> <p>The Board approved an extension of the Submission (Main Site) date in the Development Agreement between the Corporation and RUAS to 7 March 2023. (Proposed by DM, seconded by CP)</p> <p>TB advised that AANI had presented their plans for a permanent base on the MLK site to the Physical and Economic Development Committee. AANI were keen to have these plans agreed by the Corporation but the Chairman had pointed out that the MLKDC Board had to be sure that the plans would not interfere with its strategy for the whole site and assure itself on the question of safety. AP6 – Send out a copy of the Physical & Development Committee minutes with the Board minutes.</p> <p>DM said that he was content to accompany NM on the proposed fact finding visit to Wiltshire Air Ambulance.</p> <p>NM advised that he had just received an initial enquiry from SERCO PLC regarding the setting up a temporary COVID-19 testing centre at the MLK site. This was noted, with the Board supportive of the proposal if it was required.</p> <p>The Board noted this report.</p> <p>NM then gave the Board an overview on the chartered surveyors Conditions Surveys of the former prison buildings.</p> <p>A business case to cover the costs of the work to the prison buildings would now be drafted and it was agreed that it would align with the period of the current Comprehensive Spending Review.</p> <p>The Chairman stressed the importance of establishing the costs of bringing the buildings, including the WWII hangars, up to a standard to allow safe public access thus enabling the Corporation to discharge its statutory duty.</p> | IS |
| 69.10 | <p>HEALTH & SAFETY REPORT</p> <p>This report was taken as 'Read'.</p> | |
| | <p>AOB</p> <p>The next regular meeting of the Board was set for Friday 11 March 2022.</p> <p>The Chairman wished the Board and staff a happy and safe Christmas.</p> | |