

**MAZE LONG KESH DEVELOPMENT CORPORATION**

**BOARD MEETING NO. 34 – 22 JANUARY 2016 10:00**

**MAZE LONG KESH OFFICE**

**MINUTES**

**CHAIRMAN:** Terence Brannigan (TB)

**BOARD:** Ken Cleland (KC); Jack Gallagher (JG); Tony Gallagher [(TG) left at 12:05]; Duncan McCausland (DM); Ciaran Mackel (CM); Conor Patterson (CP); Terri Scott [(TS) left at 11:40]

**STAFF:** Kyle Alexander [(KA) - Interim Chief Executive]; Neil Mclvor [(NM) - Director of Development]; Alison Stafford [(AS) / Ceara Ryan (CR) - Director of Finance & Corporate Services]; David McCavery [(DMcC) – Director of Communications]; Ian Spence [(IS) – Secretary]

**34.1 WELCOME**

TB welcomed all to the meeting especially DM, who would also resume his former role as chair of the Audit & Risk Assurance Committee. TB thanked TG and CM for chairing the committee meetings in DM's absence. DM wished to record his thanks to the Chairman, Board and Executive Team for their support over the last number of months.

TB introduced CR as Director of Finance & Corporate Services, job sharing with AS.

TB conveyed the condolences of the Board to DMcCav on the recent death of his mother and offered good wishes to TS following her husband's recent illness.

**34.2 APOLOGIES**

Maurice Kinkead; Joe O'Donnell

**34.3 CONFLICTS OF INTEREST**

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

#### **34.4 MINUTES OF 10 DECEMBER 2015 BOARD MEETING**

The Board approved the minutes of the meeting held on 10 December 2015.  
(Proposed by CM, seconded by CP)

#### **34.5 MATTERS ARISING**

AP 21-08-02 - Chairman said that he would be contacting individual Board members with suggested dates for their appraisals.

The Board noted the action taken on the other matters arising.

#### **34.6 RESERVED MATTERS**

There were no reserved matters to be discussed.

#### **34.7 CHAIRMAN'S BUSINESS**

TB advised the Board that he, KA and NM had met with the Chief Executive and senior management team of the Lisburn and Castlereagh City Council (LCCC) to discuss various infrastructure issues of mutual interest.

The Chairman also had discussions with Ministers, Special Advisors and the Head of the NI Civil Service over the last number of weeks.

TB invited DMcCav to update the Board on the draft presentation for Ministers. This latest version was very well received by the Board. Members suggested some small refinements. **AP1 - DMcCav to finalise presentation for First Minister and deputy First Minister.**

The Board then discussed the sequencing of the presentation and agreed that a date of a meeting with Ministers was the first step. Ministers would be advised of the presentation, which if requested, would be sent in advance of the meeting. At this meeting the Chairman would set the context and answer questions.

TB referred to the Department's current review of the Corporation. In light of this and taking cognisance of the current situation, KA in his role as Accounting Officer had written to the Chairman outlining various options for the Board to consider. It was agreed that this options paper should be copied to the members prior to consideration at the next Board meeting. **AP2 – KA to send a copy of Accounting Officer options paper to the Board members.**

TG suggested that there might now be a role for some of the Board Committees. It was agreed that the Chairman in liaison with the Chief Executive consider re-activating certain Board Committees. (Proposed by TG, seconded by DM) **AP3 – TB to consider re-activating certain Board Committees.**

#### **34.8 CHIEF EXECUTIVE'S REPORT**

KA presented his report.

KA drew the Board's attention to the size and scale of maintenance work that was necessary on the MLK site and reflected in the Director of Development's reports. The Board acknowledged this.

KA also highlighted the continued lack of agreement to the draft 2015/16 Business Plan which was raised on a weekly basis with the Department.

KA referred to the International Peace Day Event planned for September 2016 at Balmoral Park and noted that Co-Operation Ireland had agreed to provide logistical support in staging this event.

The Board noted the Chief Executive's report.

#### **34.9 DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT**

AS presented her report and agreed to provide members with the 2014/15 Annual Report and Accounts. **AP4 – AS to forward a bound copy of the 2014/15 Annual Report and Accounts to each Board member.**

KC expressed his surprise that OFMDFM had confirmed the 2015/16 budget but to date the Corporation's 2015/16 Business Plan had not been approved.

The Board approved;

- a. The January 2016 monitoring proposal. (Proposed by JG, seconded by DM)
- b. Jo Maitland as a business e'banking user. (Proposed by CM, seconded by TG)

#### **34.10 DRAFT 2016/17 BUSINESS PLAN**

KA presented this report and pointed out that the draft plan reflected the Department's Accounting Officer's direction regarding maintenance and H&S.

AS said that the figures were based on an anticipated reduction of 5% to the Resource budget.

The Board approved the recommendation that the Chief Executive finalise the draft 2016/17 Business Plan and submit it to the Department by 31 January 2016 in accordance with MSFM requirements. (Proposed by TG, seconded by CM)

**AP5 – KA to finalise the 2016/17 Draft Business Plan and submit to the Department.**

#### **34.11 UPDATE ON BUSINESS PLAN TARGETS AND ACTIONS**

AS presented this report which the Board noted.

#### **34.12 HEALTH & SAFETY REPORT**

The report was noted as 'Read'.

#### **34.13 AOB**

KA advised that if members wished, they could tour the site following the Board meeting. It was agreed that a tour of the site would be formally included on the agenda for the next Board meeting. **AP6 – IS to include tour of site on the agenda for the next Board meeting.**

The Board meeting concluded at 12:20.

**MAZE LONG KESH DEVELOPMENT CORPORATION**  
**BOARD MEETING NO. 35 – 26 FEBRUARY 2016 10:45**

**MAZE LONG KESH OFFICE**

**MINUTES**

**CHAIRMAN:** Terence Brannigan (TB)

**BOARD:** Ken Cleland (KC); Jack Gallagher (JG); Duncan McCausland (DM); Maurice Kinkead (MK); Ciaran Mackel (CM); Conor Patterson (CP);

**STAFF:** Kyle Alexander [(KA) - Interim Chief Executive]; Neil Mclvor [(NM) - Director of Development]; Ceara Ryan [(CR) – Acting Director of Finance & Corporate Services]; Ian Spence [(IS) – Secretary]

**35.1 WELCOME**

TB welcomed all to the meeting especially MK after his period of absence.

**35.2 APOLOGIES**

Terri Scott; Tony Gallagher; Alison Stafford; David McCavery

**35.3 CONFLICTS OF INTEREST**

TB congratulated KA on his appointment as a Belfast Harbour Commissioner and had agreed that these duties would be undertaken in his own time. The Register of Interests had been noted accordingly.

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

**35.4 MINUTES OF 22 JANUARY 2016 BOARD MEETING**

The Board approved the minutes of the meeting held on 22 January 2016. (Proposed by DM, seconded by KC)

**35.5 MATTERS ARISING**

AP3 – Chairman to write to the Board Committee Chairs and ask them to organise committee review meetings.

AP 21-08-02 – Completed - Chairman has agreed dates with individual Board members for their appraisal meetings.

The Board noted the action taken on the other matters arising.

### **35.6 RESERVED MATTERS**

There were no reserved matters to be discussed.

### **35.7 CHAIRMAN'S BUSINESS**

TB advised the Board of the following meetings he had attended since the last Board meeting:

- Stewart Agnew (Royal Irish Regiment) regarding an update on future development and use of the MLK site;
- Gerard Murray (OFMDFM) regarding the Departmental review of the operation of the Board;
- Co-operation Ireland regarding the International Peace Day event at Balmoral Park in September 2016. **AP1 – KA to advise Board members of the date of the International Peace Day.**

KC advised that he had been approached by a group considering staging a day of prayer and reconciliation at MLK. Members noted the potential of such an event. KA said that if the group wanted to use MLK lands or buildings they would have to follow the established process and make an application which would then go to Ministers for approval. KC said he would work with group to submit an application. **AP2 – Chief Executive to meet with Ken Cleland regarding potential prayer and reconciliation event.**

TB confirmed that the presentation had been finalised and he was waiting for confirmation of a date to meet with Ministers.

TB asked members to note the recently issued guidance on conduct in the lead up to the Northern Ireland Assembly elections on 5 May 2016.

### **35.8 CHIEF EXECUTIVE'S REPORT**

KA presented his report and highlighted the Ministerial approval of the 2015/16 Business Plan which, in his view and that of the Board's, superseded the Departmental Accounting Officer direction. The Board instructed KA to write to the Department to confirm this. **AP3 – KA to confirm with the Department that the Board's position was that the approved 2015/16 Business Plan supersedes the Departmental Accounting Officer direction.**

KA said that he had an approach from a sports consortium looking to establish a 'Centre of Excellence' in Northern Ireland. CM pointed out that the design of these centres might not be

compatible with either the spatial framework or the build ethos of the MLK site. Nonetheless, the Board agreed that the Chairman should meet with this consortium to understand their requirements. **AP4 – Chairman to meet with representative of sports consortium.**

The Board felt it would be a worthwhile exercise to record all commercial expressions of interest made to MLKDC along with the potential value of the investment. **AP5 – NM to provide a log of commercial expressions of interest made to MLKDC and their potential value.**

The Board noted the Chief Executive's report.

### **35.9 DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT**

CR presented this report and highlighted that Internal Audit had confirmed a 'satisfactory' rating following their review of health and safety.

The Board noted this report.

### **35.10 HEALTH & SAFETY REPORT**

The report was noted as 'Read'.

### **35.11 AOB**

The Board reviewed the options set out in KA's Accounting Officer letter and agreed to continue operating in line with Option 1, as set out in the letter, but to review again at the Board meeting on 20 May 2016. (Proposed by KC, seconded by CM)

DM informed the Board that, in his role as chair of the Responsible Retail Code, he had been asked to lobby on their behalf, for a practical approach to the selling of craft beers at the upcoming Balmoral Show.

### **35.12 TOUR OF SITE (AGENDA ITEM 35.11)**

The formal part of the meeting concluded at 12:20 after which members were taken on a tour of the whole site by KA and NM.

**MAZE LONG KESH DEVELOPMENT CORPORATION**

**BOARD MEETING NO. 36 – 15 APRIL 2016**

**MAZE LONG KESH OFFICE**

**MINUTES**

**CHAIRMAN:** Terence Brannigan (TB)

**BOARD:** Ken Cleland (KC); Jack Gallagher (JG); Tony Gallagher (TG); Duncan McCausland (DM); Maurice Kinkead (MK); Ciaran Mackel (CM); Terri Scott (TS);

**STAFF:** Kyle Alexander [(KA) - Interim Chief Executive]; Neil Mclvor [(NM) - Director of Development]; Alison Stafford (AS); / Ceara Ryan (CR) – [Director of Finance & Corporate Services]; Ian Spence [(IS) – Secretary]

**36.1 WELCOME**

The meeting commenced at 10:10am. TB welcomed everyone and said that CM would join the meeting later.

**36.2 APOLOGIES**

Conor Patterson; Joe O'Donnell

**36.3 CONFLICTS OF INTEREST**

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

**36.4 MINUTES OF 26 FEBRUARY 2016 BOARD MEETING**

The Board approved the minutes of the meeting held on 26 February 2016. (Proposed by DM, seconded by JG)

**36.5 MATTERS ARISING**

The Board noted the action taken on the matters arising from the 26 February 2016 meeting. Chairman's Business to include an update on AP22-01-3.

**36.6 RESERVED MATTERS**

There were no reserved matters to be discussed.

### **36.7 CHAIRMAN'S BUSINESS**

TB advised the Board that he and the Chief Executive had attended a reception in Westminster at the invitation of Lisburn and Castlereagh City Council on 17 March 2016.

While in London TB and KA were able to follow up an initial contact with a sports consortium, who had approached them with an interest in the MLK site, which resulted in a meeting with a potential investor. This investor had indicated their desire to pursue an interest in the whole site opportunity and a follow up meeting had been arranged in London on 18 April 2016 which the Chairman would attend. TB assured the Board that the potential investor had been made fully aware of the current situation and of the process to be followed and that any development had to be consistent with the Board's overall vision for the site. **AP1 – TB to advise the Board of the outputs from the meeting on 18 April 2016 with potential investors.**

CM joined the meeting at 10:25am.

The Board agreed that the timing of this interest was beneficial and would help to reinforce the potential of the MLK site to deliver possible Programme for Government (PfG) outputs, which the NI Executive would be considering post the NI Assembly election on 5 May 2016. The Board agreed that a briefing presentation, outlining the potential prize on offer from a fully developed MLK site should be produced. The Chairman would use this briefing in discussions with Malcolm McKibben, Head of the NI Civil Service (HOCS) and Ministers with a view to MLK featuring in the PfG discussions. (Proposed by JG, seconded by KC)

**AP2 – KA to draft a briefing presentation for Chairman on MLK's potential, as input to PfG discussions, initially with HOCS and Ministers.**

Regarding action point AP22-01-3, KA gave the Board a discussion paper detailing the membership, chair and purpose of the various Board committees. MK pointed out that social regeneration was not a separate concept but was an integral element through all of the Corporation's activities. It was decided that the committees should consider meeting over the next few months and that the chairs of the PbCRC and Social Regeneration Committees should review the name and purpose of their respective committees. **AP3 - Committee chairs (MK & TB) of the existing Social Regeneration and PbCRC Committees to review name and purpose of their respective committees.**

TB said that he and the Chief Executive had been invited to a meeting with the Department to discuss budgets. KA pointed out that by the end of June 2016, the Corporation would have to submit its budget requirements for the next three years, covering several scenarios,

for input to the Comprehensive Spending Review (CSR). **AP4 – The Senior Management Team to draft a paper setting out the potential three year capital and resource budget scenarios as the basis for input to the CSR in June 2016.**

### **36.8 CHIEF EXECUTIVE'S REPORT**

KA presented his report and said that Mark Browne had confirmed the withdrawal of his directive and that the Corporation were now operating under the draft 2016/17 Business Plan which was with Ministers for approval.

KA confirmed that he had met with the organisers of the proposed Day of Prayer and that they had submitted an application to the Department for use of MLK lands. RUAS had now offered the use of its show jumping arena for the event.

KA reported on his review of the Gifts and Hospitality Register.

NM gave the Board a verbal update on the 2016 Balmoral Show which was expected to be 10% bigger than previous year. KC felt that the Balmoral Show presented the Corporation with an opportunity to highlight what it has achieved. The Board asked if the Royal Ulster Agricultural Society (RUAS) had plans for the Balmoral Show that took account of the future development of the MLK site, where land might not be available for car parking. **AP5 – David McCavery to draft a media briefing on the Corporation's achievements for release at the time of the Balmoral Show. AP6 – NM to highlight to the RUAS the need for them to have a management plan for the Balmoral Show that takes into account future development of the MLK site.**

KC raised the issue of the Ulster Aviation Society (UAS) Open Day. Whilst recognising that this was a matter for Ministerial approval, Board members expressed their support for holding the UAS Open Day, given that the UAS was a long standing site tenant. **AP 7 – KA to advise OFMDFM of the Board position regarding UAS Open Day.**

TB thanked KA and the Executive Team for the efficient management of the interface between the Corporation and the Department.

The Board noted the Chief Executive's report.

### **36.9 DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT**

CR presented this report and pointed out at paragraph 5.1, that three business cases had been approved at a total value of £0.137m. CR flagged up that Internal Audit had awarded an overall Substantial rating for 2015/16 and requested that all Register of Interest declarations be returned.

TB congratulated the Finance Team on their achievement of the end of year targets.

KC noted that no date had yet been set for the meeting between the Board and Ministers.

**AP8 – TB to follow up request to Ministers for a meeting with the Board, asking for their suggested dates for the meeting.**

The Board noted this report.

### **36.10 RISK REGISTER**

AS presented this paper and explained the process the team went through, to arrive at these risks. TS pointed out that there was a risk of losing the high calibre staff at MLK which needed to be managed. **AP9 – AS to include the risk of the loss of high calibre staff in the risk register.**

The Board approved the risk register with the inclusion of the additional risk. (Proposed by TG, seconded by JG)

### **36.11 2016/17 PLANNED PREVENTATIVE & REACTIVE MAINTENANCE**

NM presented this paper and explained the need for this expenditure.

The Board approved expenditure up to £123,375 for estate maintenance in 2016/17 based on Option 4 in the 2016/17 Estate Maintenance Business Case subject to budget availability. (Proposed by KC, seconded by CM)

KC asked for the priority maintenance spend schedule. **AP10 – NM to provide the Board with the priority maintenance spend schedule, split between labour and fees.**

MK left the meeting at 12:30pm.

### **36.12 UPDATE ON BUSINESS PLAN TARGETS & ACTIONS**

AS presented this paper which the Board noted.

### **36.13 A 'FIT FOR PURPOSE' DEVELOPMENT CORPORATION**

KA presented this paper. DM said that the paper had been presented to the Audit & Risk Assurance Committee in March 2016 and the Committee thought it worthwhile to bring it before the Board. CM suggested that it would be useful to include monitoring and feedback within the delivery vehicle model.

The Board noted this paper.

### **36.14 HEALTH & SAFETY REPORT**

The report was noted as 'Read'.

The meeting concluded at 12:40pm.

**MAZE LONG KESH DEVELOPMENT CORPORATION**

**BOARD MEETING NO. 37 – 20 MAY 2016**

**MAZE LONG KESH OFFICE**

**MINUTES**

**CHAIRMAN:** Terence Brannigan (TB)

**BOARD:** Jack Gallagher (JG); Duncan McCausland (DM); Maurice Kinhead (MK); Ciaran Mackel (CM); Conor Patterson (CP); Terri Scott (TS);

**STAFF:** Kyle Alexander [(KA) - Interim Chief Executive]; Alison Stafford (AS); / Ceara Ryan (CR) – [Director of Finance & Corporate Services]; Ian Spence [(IS) – Secretary]

**37.1 WELCOME**

The meeting commenced at 11:25am. TB welcomed everyone and said that TS would join the meeting later.

**37.2 APOLOGIES**

Ken Cleland; Tony Gallagher; Joe O'Donnell; Neil McIvor

**37.3 CONFLICTS OF INTEREST**

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

**37.4 MINUTES OF 15 APRIL 2016 BOARD MEETING**

The Board approved the minutes of the meeting held on 15 April 2016. (Proposed by DM, seconded by CM)

**37.5 MATTERS ARISING**

APs 1 and 2 were dealt with in Chairman's Business.

AP3 – Respective committees to be renamed Peace Building & Reconciliation Committee and Social Impact Committee. It was suggested that in future, outcome focused committees could be established, within the context of future corporate plan.

TS joined the meeting at 11:35am.

### **37.6 RESERVED MATTERS**

There were no reserved matters to be discussed.

### **37.7 CHAIRMAN'S BUSINESS**

TB advised the Board that Joe O'Donnell had received a full apology from the Irish News in relation to articles it printed in respect of his involvement with St. Matthew's Housing Association.

TB referred to the Accounting Officer's Options Letter that the Board agreed to review at the May board meeting. The Board agreed to continue operating under Option 1 and to review in September 2016, following the Programme for Government outcomes. (Proposed by DM, seconded by CM)

TB reported back on his recent meeting with a potential investor (AP1 - 15 April 2016). He advised that he had made Ministers and the Head of the NI Civil Service (HOCS) aware of this interest and was awaiting a response. **AP1 – Chief Executive to share the question and answer brief on the site's development potential with Board members.** TS said that a similar investment opportunity in Athlone had not proceeded and thought it worthwhile to investigate the reasons for this. **AP2 – Chief Executive to investigate the lessons learned following the aborted International Trade Centre in Athlone.**

TB informed the Board that he had facilitated a meeting between Lisburn & Castlereagh City Council and Belfast City Council Chief Executives to discuss wider regional issues such as MLK.

Members suggested that a review of future development partner options would be useful. **AP3 – Director of Development to revisit the pros and cons of seeking a single development partner for the whole site rather than offering a range of opportunities on individual plots.**

TB advised that David McCavery had facilitated an in depth interview with a journalist. However, publication of an article was on hold and would be subject to Ministerial approval before release (AP2 - 15 April 2016).

The Board discussed the new situation of a formal opposition in the NI Assembly and agreed that guidance on the relationship between Arm's Length Bodies (ALBs) and opposition parties was required. **AP4 – Chief Executive to seek advice from the Executive Office on**

the role of ALBs in the changed context of a formal opposition in the NI Assembly. **AP5 – Chief Executive to ask David McCavery to advise the Board on communications, in light of the changed context of the NI Assembly.**

### **37.8 CHIEF EXECUTIVE'S REPORT**

KA presented his report and said that he intended to bring to the June Board meeting, various budget scenarios in line with the Comprehensive Spending Review requirements. KA suggested that the Physical & Economic Development Committee should meet before the June board to review future capital budget requirements and programme. **AP6 –Director of Development to arrange a meeting of the Physical & Economic Development Committee for June 2016.**

KA reported on a very successful 2016 Balmoral Show, with over 90,000 people attending over the three days. There had been delays, both entering and leaving the site on the Thursday, but this was as a result of people arriving later and staying longer because of the good weather. RUAS was considering a move to a four day show next year. Members considered that greater use of public transport (park and ride etc.) should be given serious consideration by RUAS. TB on behalf of the Board, thanked Neil McIvor and his team for helping to facilitate a successful show.

MK left the meeting at 01:15pm.

KA suggested that the Communication Committee should meet in June to review the proposed content for the website. **AP7 – Chief Executive to arrange a meeting of the Communications Committee for June 2016 to review the web site.**

As the date agreed for the June Board meeting did not now suit everyone, it was decided that the Board would meet on Thursday 23 June 2016 at 11:00am. **AP8 – Secretary to re-schedule June board meeting to Thursday 23 June 2016 at 11:00am.**

The Board noted the Chief Executive's report.

### **37.9 DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT**

CR presented this report. The Board approved the June Monitoring submission of:

- Income bid (£104k)
- Resource bid £104k

- Depreciation easement (£39k) (Proposed by CM, seconded by DM)

### **37.10 HEALTH & SAFETY REPORT**

The report was noted as 'Read'.

### **37.11 AOB**

TB said that TS had kindly agreed to conduct the annual review of board effectiveness and would report back in June. **AP9 – TS to undertake the board effectiveness review and report to Board in June 2016.**

CP asked for clarification on the recently issued guidance on public servant behaviour in the run up to the Referendum on the UK's membership of the European Union. As the Board had adopted a neutral position, members must make clear that they were expressing a purely personal view or presenting the views of other organisations to which they belonged, not MLKDC.

The meeting concluded at 1:40pm.

**MAZE LONG KESH DEVELOPMENT CORPORATION**

**BOARD MEETING NO. 39 – 19 AUGUST 2016**

**MAZE LONG KESH OFFICE**

**MINUTES**

**CHAIRMAN:** Terence Brannigan (TB)

**BOARD:** Tony Gallagher (TG); Duncan McCausland (DM); Ciaran Mackel (CM);  
Joe O'Donnell (JO); Conor Patterson (CP); Terri Scott (TS);

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

**39.1 WELCOME**

The meeting commenced at 10:30am. TB welcomed everyone and sent the good wishes of the Board to Jack Gallagher and Maurice Kinhead.

**39.2 APOLOGIES**

Ken Cleland; Jack Gallagher; Maurice Kinhead; Ceara Ryan

**39.3 CONFLICTS OF INTEREST**

There were no conflicts of interest in respect of the agenda for the meeting. DM advised that he had been re-appointed to the Strategic Investment Board for a further three years.

**39.4 MINUTES OF 20 MAY 2016 BOARD MEETING**

The Board approved the minutes of the meeting held on 20 May 2016. (Proposed by DM, seconded by CM)

**39.5 MATTERS ARISING**

AP2 – KA reported that the Trade Centre in Athlone did not proceed as it failed to secure sufficient investor interest.

AP4 – KA advised that the Executive Office (TEO) was considering the impact on Arm's Length Bodies of a formal opposition in the NI Assembly and will issue guidelines in due course. In the interim any request should be referred to TEO in the first instance.

AP15-04-08 – Completed. TB referred to positive statements regarding MLK made recently by Ministers. DM pointed out that the request to meet with Ministers was made over two years ago and that the Audit and Risk Assurance Committee considered this delay a concern, from a governance perspective. KA advised that the review of the operation of the Board was currently subject to Ministerial input and was ongoing.

### **39.6 RESERVED MATTERS**

The Executive Team and secretary left the meeting at the request of the Chairman.

Following a meeting of the Appointments & Remuneration Committee earlier in the morning, it was agreed that the following was recommended to the Board:

- It was accepted that KA will retire from the position of CEO (interim) at the end of 2016.
- The Board would welcome the opportunity for KA to be made available by SIB to the MLKDC Board and to his replacement on a 'consultancy' basis until, at least, the end of March 2017. This would ensure a stable and effective transition.
- Given the current uncertain situation with regard to development of the site, the Board should seek to secure a replacement CEO, from SIB, on an interim basis.

The Board accepted the recommendation of the Appointments & Remuneration Committee. (Proposed by CP, seconded by CM)

The Executive Team and secretary re-joined the meeting.

### **39.7 CHAIRMAN'S BUSINESS**

TB informed the Board that he had written to Ministers advising them of the Air Ambulance NI (AANI) project (see separate paper No 39.11) to ensure that they were content.

TB also advised the Board of the following meetings he had attended;

- Robin Guthrie, representing the Neptune Group which had taken control of a significant part of the Blaris lands through which the proposed Knockmore Link road would pass. TB proposed to follow up with Lisburn & Castlereagh City Council Chief Executive.
- Meeting on 18 August 2016 with private investor. This investor expressed a desire to visit the MLK site and the Board agreed to invite the investor. Ministers had been made aware of this potential investor and the Board agreed to inform Ministers of the visit and ask them if they would wish to meet with this investor. **AP1 – TB to write to potential investor confirming that the Board would like to follow up this initial**

interest. **AP2 - TB to write to Ministers advising them that a potential investor was interested in visiting the MLK site and ask them if they would wish to meet with this investor.**

### **39.8 CHIEF EXECUTIVE'S REPORT**

KA presented his report and advised that Board members would likely receive invitations to the International Peace Day on 21 September 2016. Co-operation Ireland, who was assisting with planning and logistics, had commissioned a piece of artwork for this event, a peace tree, which had been offered to MLK to permanently erect on the site. The Board was content for KA and NM to meet with the artist regarding the offer of the artwork. **AP3 – KA & NM to meet with Co-operation Ireland artist regarding the offer of artwork for the site.** The Board expressed a desire to maximise media exposure around this event. **AP4 – DMcCav to liaise with Co-operation Ireland on media exposure surrounding the International Peace Day.**

KA advised that the Day of Prayer event had been moved from RUAS lands at MLK to St Anne's Cathedral, Belfast, following concerns raised by certain victims groups. **AP5 – IS to send Board members the link to a recent press article on the Day of Prayer.**

The Board approved the extension of the Submission (Main Site) Date in the Development Agreement between the Corporation and RUAS to 6 June 2017. (Proposed by TG, seconded by CM)

The Board agreed that the lease was granted to RUAS for the lands on which the EIKON Centre and adjoining car parking is sited, in accord with the Development Agreement between MLKDC and RUAS. (Proposed by CM, seconded by TG)

KA also acknowledged the Board's approval by correspondence of the following:

- The Board instructed the Chief Executive to finalise and submit to TEO the Corporation's Comprehensive Spending Review return, taking account of the Development Committee's consideration of the capital works programme and budget.
- The Board approved the Communications Committee recommendation that the revised website 'goes live' by a target date 1 August 2016.

KA pointed out that the revised website was now live.

Regarding Board meeting dates, the Board agreed that the December meeting would be held on Friday 2 December 2016 to facilitate the laying of the Corporation's accounts before the NI Assembly.

### **39.9 DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT**

AS presented this report. The Board approved the October Monitoring submission of:

- Income bid (£17k)
- Resource bid £17k
- Capital Income (£91.5k) (Proposed by DM, seconded by CM)

AS advised members of governance refresher training in November 2016 and if any member wanted to avail of this to let the Board secretary know. **AP6 – Board members to advise the Board secretary if they want to attend the governance refresher training.**

DM pointed out a significant change to the Accountable Officers' Letter, in that they were no longer accountable to their respective board and said he was seeking clarification. He will also raise with TEO at the Audit & Risk Assurance Committee meeting on 25 August 2016 and report back to Board. **AP7 – DM to seek clarification from TEO on the change to the Accountable Offer's Letter and report back to Board.**

### **39.10 BOARD EFFECTIVENESS SURVEY RESULTS**

TS presented this paper and drew attention to the very highest level of confidence that Board members had in the Executive Team. TB fully endorsed this level of confidence and also acknowledged the comments regarding the chairing of meetings. TB agreed to meet with DM to review the impact of the results on governance issues. **AP8 – TB and DM to review Board Effectiveness Survey results from a governance perspective.**

The Board noted this report.

### **39.11 AIR AMBULANCE NI**

NM presented this paper. DM, in light of his previous experience in dealing with helicopters, assured the Board that he had reviewed the proposal with NM and whilst fully supportive, had suggested a number of operational matters that would need to be addressed in any agreement with Air Ambulance NI.

Following discussion, the Board approved **in principle**, the granting of a short term lease to Air Ambulance NI to enable them to secure initial accommodation and a base at the MLK

site, subject to endorsement of these terms by LPS and subject to confirmation that Ministers are content. (Proposed by CM, seconded by DM)

### **39.12 DISABILITY ACTION PLAN**

AS presented this paper. DM suggested that in the new Disability Action Plan, the monitoring measures for users of the site should specifically include wheel-chair users and that the SIB Urban Villages Project should be included as a consultee.

The Board approved the attached draft Disability Action Plan in advance of the consultation process and the revised Consultation List. (Proposed by CM, seconded by DM)

CM left the meeting at 12:45pm.

### **39.13 AUDIT & RISK ASSURANCE COMMITTEE ANNUAL REPORT**

DM presented his report, including the summary results of the Committee's effectiveness checklist. The Committee Chair invited comments from the Board on the 2015/16 draft accounts and thanked the members of the Committee for their input during the year. TB commented on the reputation of the Board for good governance and wished to commend the Executive Team and staff for their contribution to this.

DM referred to a Dear Accounting Officer update 07/16 - Internal Audit Opinions & Prioritisation of Recommendations, which gave notice of the removal of the 'Substantial' rating and the rewording of the remaining evaluations.

The Board noted this report.

### **39.14 UPDATE ON BUSINESS PLAN TARGETS AND ACTIONS**

AS presented this report which the Board noted.

### **39.15 HEALTH & SAFETY REPORT**

The report was noted as 'Read'.

The meeting concluded at 12:50pm.

**MAZE LONG KESH DEVELOPMENT CORPORATION**

**BOARD MEETING NO. 40 – 16 SEPTEMBER 2016**

**MAZE LONG KESH OFFICE**

**MINUTES**

**CHAIRMAN:** Terence Brannigan (TB)

**BOARD:** Maurice Kinkead (MK); Duncan McCausland (DM); Ciaran Mackel (CM); Joe O'Donnell (JO); Conor Patterson (CP); Terri Scott (TS);

**STAFF:** Kyle Alexander [(KA) - Interim Chief Executive]; Neil Mclvor [(NM) – Director of Development]; Alison Stafford (AS) / Ceara Ryan (CR) [Joint Directors of Finance & Corporate Services]; Ian Spence [(IS) – Secretary]

**40.1 WELCOME**

The meeting commenced at 10:00am.

**40.2 APOLOGIES**

Ken Cleland; Jack Gallagher; Tony Gallagher;

**40.3 CONFLICTS OF INTEREST**

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

**40.4 MINUTES OF 19 AUGUST 2016 BOARD MEETING**

The Board approved the minutes of the meeting held on 19 August 2016. (Proposed by DM, seconded by CP)

**40.5 MATTERS ARISING**

CM joined the meeting at 10:10am.

AP1 – Completed: TB had written to potential investor and was waiting for confirmation of date for site visit.

AP2 – Completed: TB will advise Ministers of date of above visit when confirmed.

AP3 – Completed: KA had an initial telephone conversation with Co-operation Ireland artist and will be meeting with him at a later date.

AP6 – Completed: Board members reminded of governance refresher training.

AP7 – Completed: DM had spoken with Judith Brown who confirmed that the Chief Executive Officer role was directly responsible to the Board but the Accounting Officer remit was accountable to the NI Assembly.

AP8 – Completed: TB and DM met earlier and agreed solutions to some issues arising from the Board Effectiveness survey, namely;

- Process for advising members on press releases / communications. **AP1 – KA to revise procedures, in respect of issuing press releases / communications to Board members.**
- Board to elect an acting chair, if Chairman not available for meeting.
- A bullet point summary of Chairman's Business to be issued with board papers prior to the meeting.
- Encourage greater female representation on future Boards.

#### **40.6 RESERVED MATTERS**

TB confirmed that he had arranged to meet with the Strategic Investment Board (SIB) and the Executive Office (TEO) to discuss CEO position. **AP2 – TB to meet with SIB and TEO to discuss Chief Executive position.**

#### **40.7 CHAIRMAN'S BUSINESS**

TB advised the Board that he had met with Michael McDonnell from Choice Social Housing, who had declared an interest in the assisted living plans for MLK. MK advised that he was also talking to Choice, in another capacity. The Board did not deem this a conflict of interest.

TB noted the recent planning approval of a golf resort in the area and the continued expansion of the Neptune Group in relation to their control of the Blaris lands through which the proposed Knockmore Link road would pass. **AP3 – TB to meet with the Chief Executive of Lisburn & Castlereagh City Council to discuss their future plans for the area.**

#### **40.8 CHIEF EXECUTIVE'S REPORT**

KA presented his report and suggested that the Memorandums of Reply (MORs) in response to the Public Accounts Committee Reports should be referred to the Audit & Risk Assurance Committee. **AP4 – AS/CR to review appropriate Corporation policies / procedures for conformance with MORs and present report to the Audit & Risk Assurance Committee in December 2016.**

KA highlighted the continued opposition to the site, as evidenced by the move of the Day of Prayer from the site to St Anne's Cathedral in Belfast. A discussion followed where the members again expressed their frustration at not being able to develop the site as originally planned and not being able to influence the debate. However, the MLKDC vision of 'peace to prosperity' was still valid albeit with a different route map and timescales than originally envisaged. Members felt there was very little interface between the Board and key stakeholders and considered how best to address this gap. KA pointed out that there was very little the Board could tell stakeholders before they met with Ministers. Members acknowledged this but felt it would be appropriate to invite some key stakeholders to set out their plans. **AP5 – KA to draw up a list of prioritised stakeholders who the Board would benefit from meeting at this time. AP6 – KA to invite RUAS to the October Board meeting to present their future plans.**

As members were now in the last year of their current five year term, a report setting out what had been achieved and what could be achieved given ministerial agreement on the site, was to be produced later in 2017. (Proposed by TS, seconded by DM)

NM updated the Board on progress with the RUAS lease and the Air Ambulance NI proposal.

#### **40.9 DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT**

AS presented this report which the Board noted.

#### **40.10 ACCOUNTING OFFICER LETTER**

KA presented this paper. In view of the discussion under agenda item 40.08 above, the Board decided to continue operating under option 1 (status quo), whilst awaiting the outcome of TEO's review of board members' remuneration and time commitment, and review again in December 2016. (Proposed by DM, seconded by CM)

CM left the meeting at 12:05pm.

#### **40.11 HEALTH & SAFETY REPORT**

The report was noted as 'Read'.

The meeting concluded at 12:15pm.

**MAZE LONG KESH DEVELOPMENT CORPORATION**

**BOARD MEETING NO. 41 – 21 OCTOBER 2016**

**MAZE LONG KESH OFFICE**

**MINUTES**

**CHAIRMAN:** Terence Brannigan (TB)

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

**STAFF:** Kyle Alexander [(KA) - Interim Chief Executive]; Neil McIvor [(NM) – Director of Development]; Ceara Ryan (CR) [Director of Finance & Corporate Services]; Ian Spence [(IS) – Secretary]

**41.1 WELCOME**

The meeting commenced at 10:15am. TB welcomed back JG, who thanked everyone for their good wishes over the last few months.

TB advised that Colin McDonald (Royal Ulster Agricultural Society) would join the meeting at 11:30am for agenda item 41.12.

**41.2 APOLOGIES**

Ken Cleland; Maurice Kinkead; Joe O'Donnell; Terri Scott; Alison Stafford

**41.3 CONFLICTS OF INTEREST**

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

**41.4 MINUTES OF 16SEPTEMBER 2016 BOARD MEETING**

The Board approved the minutes of the meeting held on 16 September 2016 with one small sequencing adjustment. (Proposed by DM, seconded by CP)

**41.5 MATTERS ARISING**

AP4 – Ongoing and will be completed by the December 2016 meeting.

AP7 - DM advised that TEO had now sent a written response outlining the CEO's role and responsibilities and suggested that this be included as an appendix within the next set of board papers. In addition he asked for the response to be considered by the Audit & Risk Assurance Committee. **AP1 – CR to advise the Board of the response from TEO**

**outlining the role and responsibilities of the CEO. AP2 – The Audit & Risk Assurance Committee to review the response from TEO outlining the role and responsibilities of the CEO.**

The Board noted the actions on the other matters arising.

#### **41.6 RESERVED MATTERS**

CM joined the meeting at 10:30am.

TB asked the Executive Team to leave the meeting.

TB updated the Board on matters relating to the appointment of an interim chief executive and sought their views in advance of his meeting with TEO officials on 24 October.

The Executive Team re-joined the meeting.

#### **41.7 CHAIRMAN'S BUSINESS**

TB presented his report and commented on the success of 'Amazing The Space' event and a very useful meeting with Teresa Donaldson CEO Lisburn and Castlereagh City Council in relation to the proposed Knockmore Link road.

TB said that he had recently attended, in another capacity, a very informative meeting of the Department for the Economy's ALBs, where the department gave an update on the Programme for Government (PfG) and set out how the ALBs would help to deliver some of the expected outcomes. **AP3 – TB to ask TEO when they will be updating their ALBs on the PfG.**

The Board noted this report.

#### **41.8 CHIEF EXECUTIVE'S REPORT**

KA presented his report and provided the Board with a list of potential stakeholders, they may wish to meet. The consensus of the members was that this list should be widened to include regional, national and international stakeholders such as OECD. **AP4 – KA to update the list of prioritised stakeholders to include regional / national / international stakeholders and advise Board members. AP5 – KA to invite Lisburn and Castlereagh City Council, Air Ambulance NI, NI Audit Office and the Ulster Aviation Society to future board meetings.**

NM updated the Board on the preparatory work undertaken in anticipation of ministerial approval of the Air Ambulance NI proposal. In addition NM also advised the Board of the commencement of several capital projects.

DM referred to the temporary storage on site of artefacts on behalf of the Historic Environment Division and asked for some assurance as to their security, which NM provided.

The Board noted this report.

#### **41.9 DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT**

CR presented this report and said that Internal Audit's report on Corporate Governance had been received and had given a 'Satisfactory' rating, which was the highest rating available.

The Board noted this report.

#### **41.10 UPDATE ON BUSINESS PLAN TARGETS & ACTIONS**

CR presented this paper which the Board noted.

#### **41.11 HEALTH & SAFETY REPORT**

The report was noted as 'Read'.

#### **41.12 RUAS BRIEFING**

TB welcomed Colin McDonald (CMcD), Chief Executive of the Royal Ulster Agricultural Society (RUAS) to the meeting. TB commended Colin and his team for the progress made with the development of Balmoral Park to date. CMcD thanked the Board, both for the opportunity to speak to them and their commitment in supporting the RUAS presence at MLK.

CMcD, in answer to various questions, outlined the following:

- The scale of their investment at MLK;
- Future plans including additional exhibition space;
- Extension to a four day Balmoral Show in 2017;
- Longer term car parking solution including park and ride;

The Board stressed the need to continue to have good communication links between the two organisations and to involve NM at an early stage, in issues likely to have an impact on the Corporation.

TB, on behalf of the Board, thanked CMcD and wished RUAS continued success.

The meeting concluded at 1:30m.

## **MAZE LONG KESH DEVELOPMENT CORPORATION**

### **BOARD MEETING NO. 42 – 2 DECEMBER 2016**

#### **MAZE LONG KESH OFFICE**

#### **MINUTES**

**CHAIRMAN:** Terence Brannigan (TB)

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

**STAFF:** Kyle Alexander [(KA) - Interim Chief Executive]; Neil McIvor [(NM) – Director of Development]; Alison Stafford (AS) / Ceara Ryan (CR) [Director of Finance & Corporate Services]; Ian Spence [(IS) – Secretary]

#### **42.01 WELCOME**

The meeting commenced at 10:00am. TB advised that Terri Scott was unable to attend as her car had been damaged the previous day.

#### **42.02 APOLOGIES**

Ken Cleland; Terri Scott

#### **42.03 CONFLICTS OF INTEREST**

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

#### **42.04 MINUTES OF 21 OCTOBER 2016 BOARD MEETING**

The Board approved the minutes of the meeting held on 21 October 2016. (Proposed by DM, seconded by TG)

#### **42.05 MATTERS ARISING**

AP3 – TB reported that the Executive Office (TEO) were scheduling a meeting for their ALBs' Accounting Officers and he had requested a similar meeting for Chairs.

All other action points were completed or dealt with in the board reports. The Board noted the actions on the other matters arising.

DM said that he had attended a recent meeting of TEO Arm's Length Bodies (ALBs) Audit & Risk Assurance Committee Chairs. Among the key points discussed were the following:

- 4.1% reduction in resource expenditure in 2017/18;
- 7.4% increase in capital spend in 2017/18;
- Priority list for expenditure; 1) Statutory; 2) Programme for Government (PfG); 3) Ministerial Request; (Victims & Survivors protected)

- Where Internal Auditors make a Priority 1 recommendation, TEO must be informed;
- Response to PfG by end of January 2017 – TEO will then instruct its ALBs.

#### **42.06 RESERVED MATTERS**

TB asked the Executive Team with the exception of KA to leave the meeting at 10:20am.

The Board agreed that the Appointments and Remuneration Committee meet to consider the next steps in relation to the appointment of a Chief Executive and report back to the next board meeting. **AP1 - TB to arrange a meeting of the Appointments and Remuneration Committee.**

#### **42.07 REVIEW OF BOARD POSITION (AGENDA ITEM 42.09)**

Further to separate meetings that TB and KA had attended with TEO, KA advised that in the absence of a Ministerial decision on the departmental review of board members' time commitment and remuneration there was an expectation that the Board come forward with proposals taking account of current circumstances. He referred to his Accounting Officer letter of 3 November and asked the Board to consider the proposals made in relation to frequency of meetings and remuneration.

During a full discussion to which all members contributed, the Board was unanimous in its resolve to work towards the transformational development of the site. It was agreed that the Board continue with the status quo in terms of frequency of meetings and remuneration and review its position in April 2017. It was also agreed that TB write on behalf of the board to Ministers seeking a clear indication of their intentions so that the Board could act accordingly. Such an indication would enable the Board to decide on the basis for securing a new Chief Executive – whether in an interim 'holding' role or as a permanent appointment in the expectation of ministerial agreement being reached on the way forward. **AP2 – TB to write to Ministers, having agreed content of letter with board members. AP3 – KA to arrange Board meetings for January, February, March and April 2017. AP4 – KA to invite representatives of Air Ambulance NI (AANI) and Lisburn and Castlereagh City Council to future board meetings.**

The Executive Team re-joined the meeting 11.25am.

#### **42.08 CHAIRMAN'S BUSINESS (AGENDA ITEM 42.07)**

The Board noted this report.

#### **42.09 NIAO REPORT TO THOSE CHARGED WITH GOVERNANCE AND ANNUAL REPORT AND ACCOUNTS FOR 2015/16 (AGENDA ITEM 42.08)**

CR took the Board through the report and accounts and pointed out a small discrepancy as a result of 'roundings' which the NI Audit Office were content to leave unadjusted. CR also pointed out several minor adjustments to the narratives. The Board approved the report and

accounts for 2015/16. (Proposed by DM, seconded by TG)

TB thanked the Audit & Risk Assurance Committee and the Finance Team for all their work on the report and accounts.

#### **42.10 CHIEF EXECUTIVE'S REPORT**

KA presented his report and made the following points;

- The official response from Ministers was now saying *'There is no current agreement on MLK issues'*;
- Ministers had issued a statement supporting AANI;
- Acceptance of a communications protocol with TEO. **AP5 – KA to ensure the internal communications protocol reflected the need to advise Board members in advance of the issue of media releases.**

NM advised the Board that AANI was expected to 'go live' in mid March 2017 and confirmed that the lease was for three years with a two year extension. The Board approved the granting of a short term lease to AANI for the Vehicle Search Building and portacabin subject to AANI receiving Department of Health approval and planning permission. (Proposed by DM, seconded by JO)

TG left the meeting at 11:50am.

#### **42.11 DIRECTOR OF FINANCE & CORPORATE SERVICES' REPORT**

CR presented this report and confirmed her confidence that all capital monies would be spent by the year ended following assurances from the Director of Development. The Board approved the January 2017 monitoring round proposal. (Proposed by JG, seconded by DM)

KA advised the Board of an impending insurance claim which the Corporation were named as the co-defendants alongside the Royal Ulster Agricultural Society (RUAS). The incident happened in one of the hangars which the RUAS was using under license from the Corporation and involved an RUAS employee. **AP6 – NM to i) request sight of the notes of all contact between RUAS and the plaintiff on the incident and ii) seek clarification why RUAS was not assuming full responsibility.**

#### **42.12 SUMMARY OF CHANGES TO STAFF HANDBOOK**

AS presented this paper and outlined the changes to the Staff Handbook which had been previously considered and approved by the Appointments & Remuneration Committee. The Board approved the proposed updates to the MLKDC Staff Handbook. (Proposed by DM, seconded by JO)

#### **42.13 HEALTH & SAFETY REPORT**

The report was noted as 'Read'.

#### **42.14 AOB**

TB reminded members of the next board meeting on Friday 20 January 2017 and wished the Board and all the MLKDC team seasonal greetings.

The meeting concluded at 12.25pm.