

**BOARD MEETING NO. 70 – 1 APRIL 2022 @10:00AM**

**MINUTES**

**CHAIRMAN:** Terence Brannigan

**BOARD:** Jack Gallagher (JG); Tony Gallagher (TG – Via Zoom); Duncan McCausland (DM); Ciaran Mackel (CM); 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)

**ATTENDEE:** David McCavery (DMcCav – Communications Advisor)

<b>REF</b>	<b>DISCUSSION</b>	<b>ACTION BY</b>
<b>70.01</b>	<b>WELCOME</b> The Chairman welcomed all in attendance and advised that David McCavery would make a presentation later in the meeting.	
<b>70.02</b>	<b>APOLOGIES</b> None	
<b>70.03</b>	<b>CONFLICTS OF INTEREST</b> No conflicts of interest were declared.	
<b>70.04</b>	<b>MINUTES OF BOARD MEETING ON 17 DECEMBER 2021</b> The Board approved the minutes of the meeting held on 17 December 2021 with the following amendment: <b>AGENDA 69.09 – DIRECTOR OF DEVELOPMENT REPORT</b> 'The Board approved an extension of the Submission (Main Site) date in the Development Agreement between the Corporation and RUAS <u>to 7 March 2023.</u> ' (Proposed by DM, seconded by CM)	
<b>70.05</b>	<b>MATTERS ARISING FROM 17 DECEMBER 2021</b> AP1 – TB provided a verbal update during his Chairman's Business. AP2 – Report in the process of being updated. AP3 – Closed: Chairman met with AS to review the database. AP5 – Chairman had been in contact with the Chair of SOLACE and will be meeting with LCCC CEO to discuss Levelling Up funding.	
<b>70.06</b>	<b>CHIEF EXECUTIVE'S REPORT</b> BG presented his report highlighting that with AS leaving, a temporary appointment had been made and that DIT wanted NM to continue with	

REF	DISCUSSION	ACTION BY
	<p>his same working arrangement for 2022/23. The Board were content for this arrangement with DIT to continue. <b>AP1 – Provide the Chairman and Board with a briefing paper on the appointment of a temporary Finance &amp; Corporate Services Director.</b></p> <p>BG said that TEO had advised that the initial budget allocation for 2021/22 was to be taken as the opening budget for 2022/23. The Chairman asked for an analysis of the Capital and Resource budgets for 2022/23 covering the historical assets. <b>AP2 – Provide the Chairman with an analysis of the 2022/23 Capital and Resource bids covering the historical assets.</b></p> <p>The Board approved the continued adoption of the current Standing Orders. (Proposed by CM, seconded by DM)</p>	<p><b>BG</b></p> <p><b>NM</b></p>
70.07	<p><b>DIRECTOR OF FINANCE &amp; CORPORATE SERVICES' REPORT</b></p> <p>AS presented her report and said she was confident that the budget at 31 March 2022 would come within the agreed tolerance.</p> <p>AS advised that a business case had been approved to cover the costs of moving the payment of salaries to Libraries NI. Moving the payment of salaries to Libraries NI was in response to a finance staffing risk being identified during the COVID-19 pandemic.</p> <p>DM, as Chair of the Audit &amp; Risk Assurance Committee, referred the Board to the TEO Options Paper regarding the public appointments competition for the MLKDC Board.</p> <p>The Board approved the Annual Progress Report as attached at Annex V for submission to ECNI. (Proposed by CM, seconded by JO)</p>	
70.08	<p><b>DIRECTOR OF DEVELOPMENT'S REPORT</b></p> <p>NM presented his report and advised that that the Executive Team was proceeding through its due diligence exercise on the AANI proposal for a permanent base on the MLK site and he now wished to proceed to draft principle Heads of Terms.</p> <p>DM said that the visits to Wiltshire and London Air Ambulances had proved very informative and re-assuring. DM advised that he was re-assured that the AANI site would be stand-alone within the wider MLK site, fenced off and with its own entrance. The fuel storage would be within the 'air-side' enclosure. The helicopter does not hover and could fly with only one engine. The NI Fire &amp; Rescue Service also had plans in place to deal with a serious incident on the site. Various assessments, including a Rural Needs Assessment would be required but DM sought to re-assure the Board that a permanent site for AANI could work from a H&amp;S perspective. The issue was the impact on other surrounding developments. NM felt that any possible impacts could be designed out.</p> <p>TB advised that he and NM had met with the Halftown residents who were very support of AANI's plans. In a meeting with AANI, it flagged up a concern that the MLKDC Board were slow in responding to its</p>	

REF	DISCUSSION	ACTION BY
	<p>permanent base proposal. The Chairman was able to evidence that the delay did not lie with MLKDC but with AANI.</p> <p>BG highlighted that AANI operations generated significant economic benefits, a factor strongly aligned with a key MLKDC objective.</p> <p><b>AP3 – Confirm Babcock has a risk assessment in place and that AANI has the requisite insurance indemnity.</b></p> <p><b>AP4 – Obtain a plan of the Wiltshire Air Ambulance site showing its proximity to other buildings in the vicinity of the base and share with the Board.</b></p> <p>The Board approved the engagement with AANI to draft principle Heads of Terms for disposal of lands, subject to contract, subject to appropriate conditions to include contractual obligations and governance arrangements and satisfaction of remaining due diligence tasks. (Proposed by CP, seconded by CM)</p> <p>The Heads of Terms to be advanced through the Development Committee with oversight by the Audit &amp; Risk Assurance Committee.</p> <p>The Board approved Option 1 of the proposals as included in Annex II, to enable the note dated 16 June 2020 that was sent to TEO for the previous proposal to be updated accordingly and re-submitted to TEO for consideration by Ministers in due course. (Proposed by DM, seconded by CM)</p> <p>NM updated the Board on the ongoing security enhancements. DM, as Chair of the Security Working Group, advised that a likely outcome was the need for a dedicated security manager.</p> <p>NM flagged up a numbers of areas where the Development Team was still awaiting responses from CPD. <b>AP5 – Draft a letter for the Chairman to send to CPD expressing concern at the continuing delay in providing costs etc.</b></p>	<p>NM</p> <p>NM</p> <p>NM</p>
70.09	<p><b>HEALTH &amp; SAFETY REPORT</b></p> <p>This report was taken as 'Read'.</p>	
70.10	<p><b>CHAIRMAN'S BUSINESS</b></p> <p>The Chairman noted that, with respect to applications for visits to MLK, no response was sent in cases where ministerial approval was not forthcoming. <b>AP6 - Raise the issue with TEO Permanent Secretary, of not issuing any responses in cases where ministerial approval was not forthcoming in requests to visit the site.</b></p> <p>The Chairman referred to correspondence sent to TEO's Permanent Secretary and advised that he had received a response supportive of the revised strategy that the Chairman and Board had presented to ministers, SPADs and officials last year. TB said that he had tasked DMcCav with drawing up a communications and marketing strategy designed to engage with key partners and stakeholders which he would now present to the Board.</p>	TB

REF	DISCUSSION	ACTION BY
	BG left the meeting	
70.11	<p><b>COMMUNICATIONS, PR AND MARKETING PLAN</b></p> <p>DMCav made his presentation to the Board which was followed by all board members stating their views and thoughts on the way forward. The consensus of members opinions was that in the relatively short time left until the completion of the members' term of office, it would be best served in garnering the full delegations and authorities to allow the MLKDC Board (existing or new) to take forward the full development of the site.</p> <p>Out of this discussion, the following actions were agreed:</p> <p><b>AP7 - Four members of the Board to meet with Sue Gray to seek Levelling Up funding.</b></p> <p><b>AP8 - Establish what powers and authorities other successful development delivery vehicles had.</b></p> <p><b>AP9 - Establish a communication framework aimed at presenting and selling the revised MLKDC strategy.</b></p> <p><b>AP10 – Each board member to provide the Chairman with his top six organisations / people whom the Corporation should be talking to regarding advancing its revised strategy and obtaining the necessary levels of authority.</b></p>	<p><b>TB/CP/CM/DM</b></p> <p><b>JO/JG/NM</b></p> <p><b>TB/TG/DMCCA</b></p> <p><b>BOARD MEMBERS</b></p>
	<p><b>13:30 LUNCH</b></p> <p>Over lunch the Chairman congratulated AS on her new appointment and wished her well, thanking her for her significant contribution as a member of the Executive Team to the development of the site. TB acknowledged her many skills and abilities, not least in respect of finance and corporate governance. These sentiments were echoed by DM, as Chair of the Audit &amp; Risk Assurance Committee. AS thanked the Chairman, board members and colleagues and said she had hoped the site would have been much further developed by this stage and wished the Corporation well in the future.</p> <p><b>14:05 BOARD MET IN CLOSED SESSION</b></p>	

**BOARD MEETING NO. 71 – 17 JUNE 2022 @10:00AM****MINUTES**

**CHAIRMAN:** Terence Brannigan

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

**STAFF:** Bryan Gregory (BG - Interim Chief Executive – Left at 10:40); James McIlroy – (JM – Interim Director of Finance & Corporate Services); Neil McIvor (NM – Director of Development)

**SECRETARY:** Ian Spence (IS)

<b>REF</b>	<b>DISCUSSION</b>	<b>ACTION BY</b>
<b>71.01</b>	<b>WELCOME</b> The Chairman welcomed everyone especially JM as interim Director of Finance and Corporate Services.	
<b>71.02</b>	<b>APOLOGIES</b> Tony Gallagher	
<b>71.03</b>	<b>CONFLICTS OF INTEREST</b> No conflicts of interest were declared.	
<b>71.04</b>	<b>MINUTES OF BOARD MEETING ON 1 APRIL 2022</b> The Board approved the minutes of the meeting held on 1 April 2022. (Proposed by DM, seconded by CM)	
<b>71.05</b>	<b>MATTERS ARISING FROM 1 APRIL 2021</b> AP2 – Closed AP3 – Ongoing: Verbal confirmation received but require sight of actual documentation. (Post Meeting Note: Documentation now verified.) AP5 – Ongoing AP6 – Ongoing AP7 – Closed AP9 – Ongoing AP10 – Closed AP2 (17 December 2021) – Ongoing	
<b>71.06</b>	<b>CHAIRMAN'S BUSINESS</b> TB advised that he had met with Sue Gray but that Levelling – Up funding was not appropriate for MLK in the current funding round. Consideration to be given to making a bid in the next round. BG stressed the importance of ensuring that TEO was fully aligned with any	

REF	DISCUSSION	ACTION BY
	<p>proposed projects, as funding from any source could only properly be spent by MLKDC in fulfilling its remit. <b>AP1 – Executive Team to identify potential (innovation type) projects and the resources needed to draw up robust business cases to support these projects.</b></p> <p>TB suggested a series of on-site meetings with various political leaders as well as key permanent secretaries and TEO. <b>AP2 – Arrange on-site meetings (board members to attend where possible) with key politicians and stakeholders.</b></p> <p>NM was commended for framing the powers and authorities, regeneration entities require to effectively carry out their functions, in the form of a toolkit which the Board agreed to adopt. (Proposed by JO, seconded by DM)</p> <p>The Chairman said he had also met with the Harbour Commissioners regarding their pursuit of free port status with MLK as a connected tax site. <b>AP3 - Get an update from the Harbour Commissioners on their pursuit of free port status.</b></p> <p>CP suggested that a meeting with the Invest NI Property Team might be beneficial as it could provide details of the current demand for large scale business space. <b>AP4 – Arrange for the Chairman and DoD to meet with Invest NI to determine the current demand for large scale business space.</b></p> <p>TB advised that the Executive Team had recently met with Lisburn &amp; Castlereagh City Council (LCCC). <b>AP5 – Arrange for the Chairman and Executive Team to meet with LCCC.</b></p>	<p><b>BG/NM/JM</b></p> <p><b>TB</b></p> <p><b>TB</b></p> <p><b>NM</b></p> <p><b>NM</b></p>
71.07	<p><b>CHIEF EXECUTIVE’S REPORT</b></p> <p>This report was taken as ‘Read’.</p> <p>DM, as Chair of the Audit &amp; Risk assurance Committee, advised that the Committee were content with the CE’s Assurance Statement for the quarter ending 30 June 2022.</p> <p>BG, on behalf of the Executive Team and staff congratulated the Chairman on his OBE, awarded in the recent Queen’s Birthday Honours list.</p>	
71.08	<p><b>DIRECTOR OF FINANCE &amp; CORPORATE SERVICES’ REPORT</b></p> <p>JM presented his report. The Board approved James McIlroy as a business e-banking user and cheque signatory. (Proposed by DM, seconded by JG)</p> <p>The Board also confirmed the following approvals previously given by correspondence:</p> <ul style="list-style-type: none"> <li>Approval to implement the business case for maintenance of the MLK estate 2022/23 to 2024/25 at a Resource spend of £685,641.</li> </ul>	

REF	DISCUSSION	ACTION BY
	<ul style="list-style-type: none"> <li>Approval to the submission of the Addendum (Hangar Doors Business Case) to TEO for their consideration and approval.</li> </ul> <p>(Proposed by DM, seconded by JG)</p> <p>DM, as Chair of the Audit &amp; Risk Assurance Committee, drew the Board's attention to the Committee's Annual Report and the conclusions shown at paragraph 10 of that report. DM thanked his fellow committee members for their support throughout the year.</p> <p>Members expressed concern regarding the succession of the Board as their current tenure came to an end in September 2022. TB said that he had been asked by TEO to advise on the required skill set of a new Chair and was confident that TEO was adopting a pragmatic approach, including the phased replacement of board members.</p> <p>Given the current fluid position, the Board agreed that it would be prudent to meet more regularly. <b>AP6 – Confirm with TEO that it had no issue with the Board meeting on a more regular basis.</b></p> <p>The Chairman placed on record, the Board's thanks to Alison Stafford, the former Director of Finance, for achieving the Capital and Resource spend at 31 March 2022, with an overall variance of 0.07%. In addition, TB also thanked the Audit &amp; Risk Assurance Committee Chair and members for their good work.</p> <p>The Board noted the Director of Finance &amp; Corporates Services' report.</p>	TB
71.09	<p><b>DIRECTOR OF DEVELOPMENT'S REPORT</b></p> <p>NM presented his report.</p> <p>The Board instructed NM to advise AANI that land would be transferred at open market value and that this was not open to negotiation. <b>AP7 – Inform AANI that any land transfer would be at open market value and that this was not open to negotiation.</b></p> <p>DM updated the Board on the latest outputs from the Security Working Group (SWG) and said that a fully costed delivery plan for the key deliverable identified in the security advisor's reports would be required.</p> <p>CM said that it was agreed at the SWG that there would be a separate security budget and not be included in the generic maintenance budget.</p> <p>The Board noted this report.</p>	NM
71.10	<p><b>HEALTH &amp; SAFETY REPORT</b></p> <p>This report was taken as 'Read'.</p> <p>The meeting concluded at 12:15</p>	

**BOARD MEETING NO. 72 – 22 JULY 2022 @ 10:00AM**

**MINUTES**

**CHAIRMAN:** Terence Brannigan

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

**STAFF:** James McIlroy – (JM – Interim Director of Finance & Corporate Services); Neil McIvor (NM – Director of Development)

**SECRETARY:**

<b>REF</b>	<b>DISCUSSION</b>	<b>ACTION BY</b>
<b>72.01</b>	<b>WELCOME</b> The Chairman welcomed everyone.	
<b>72.02</b>	<b>APOLOGIES</b> Tony Gallagher Ciaran Mackel Bryan Gregory Ian Spence	
<b>72.03</b>	<b>CONFLICTS OF INTEREST</b> No conflicts of interest were declared.	
<b>72.04</b>	<b>MINUTES OF BOARD MEETING ON 17 JUNE 2022</b> The Board approved the minutes of the meeting held on 17 June 2022. (Proposed by DM, seconded by CM)	
<b>72.05</b>	<b>MATTERS ARISING FROM 17 JUNE 2022</b> AP1 – Ongoing AP2 – Ongoing AP3 – Ongoing AP4 – Ongoing AP5 – Ongoing AP6 – Closed AP7 – Ongoing  AP9 (1 April 2022) – Ongoing  AP2 (17 December 2021) – Ongoing – <b>AP1 IS to provide TB with minutes of MLKDC Board Meetings for the past 2 years.</b>	<b>IS</b>
<b>72.06</b>	<b>CHAIRMAN'S BUSINESS</b> TB advised that he had submitted a note to senior politicians in the DUP to request an on-site meeting to discuss the status of MLKDC, this	

REF	DISCUSSION	ACTION BY
	<p>invitation will also be forwarded to the Senior Leadership Team of SF when contact details are available.</p> <p>CP requested a pre-meeting of the MLKDC Board before any formal meeting with any political Party, to ensure continuity of message.</p> <p>The Chairman said he remains in discussion with Belfast Harbour Commissioners regarding their pursuit of free port status with MLK as a connected tax site. NM suggested a meeting with a Free Port specialist from DIT would be helpful to inform the MLKDC board how Free Port status might be applied to a site such as MLKDC.</p> <p><b>AP2 – Arrange a meeting with a DIT Free Port specialist to discuss how a Free Port would work for MLKDC specifically.</b></p> <p>TB confirmed that he had recently written to Invest NI to discuss the demand for large scale business space and was awaiting a reply.</p> <p>TB advised that a date has been set to meet with Lisburn &amp; Castlereagh City Council (LCCC).</p> <p>The Chairman confirmed he had spoken to TEO Perm Sec who had agreed to monthly MLKDC Board meetings.</p> <p>NM provided an update on the sale of land to AANI. Air Ambulance have accepted the principle of a Market Value rate and we are now awaiting an LPS valuation before we can progress. AANI have still not produced plans which would also need to be examined.</p>	<p style="text-align: center;"><b>NM</b></p>
72.07	<p><b>CHIEF EXECUTIVE'S REPORT</b></p> <p>This report was taken as read</p> <p>DM requested that to comply with GDPR regulations, a written request is issued to each board member and the Executive Team to seek formal confirmation of their agreement to allow the archiving of the MLKDC website, which includes personal information.</p> <p><b>AP3 – Send a written request to all board and SMT members to seek their approval to the archiving of the MLKDC website.</b></p>	<p style="text-align: center;"><b>IS</b></p>
72.08	<p><b>DIRECTOR OF FINANCE &amp; CORPORATE SERVICES' REPORT</b></p> <p>JM presented his report.</p> <p>JM began by outlining the current financial performance against both resource and capital budgets.</p> <p>JM informed the Board that there would be no monitoring rounds or budget confirmation until an executive is in place, as confirmed by TEO. Working from an opening budget position from 21/22 is putting some pressure on current outputs but this was being managed closely by the Director of Finance and Director of Development.</p> <p>The Board were informed that Mustafa Merghani had accepted a new position externally and would be leaving his role on Friday 29 July. The</p>	



REF	DISCUSSION	ACTION BY
	<p>drafted a discussion paper for TEO to see if we can forward plan any element of this.</p> <p>On a related issue, NM informed the board that he intends to instruct an SIB Associate to provide a report looking at the traffic junction pressures in the surrounding areas, which is also growing concern.</p> <p>The Board noted this.</p>	
72.10	<p><b>HEALTH &amp; SAFETY REPORT</b></p> <p>This report was taken as 'Read'.</p> <p>The meeting concluded at 12:10</p>	

**BOARD MEETING NO. 73 – 25 AUGUST 2022 @ 10:00AM**

**MINUTES**

**CHAIRMAN:** Terence Brannigan

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

**STAFF:** Bryan Gregory (BG – Chief Executive); Neil McIvor (NM – Director of Development)

**SECRETARY:** Ian Spence

<b>REF</b>	<b>DISCUSSION</b>	<b>ACTION BY</b>
<b>73.01</b>	<b>WELCOME</b> The Chairman welcomed everyone and said that Ibrahim Mohamed (Department for International Trade) would join the meeting via Zoom at 11:00 to speak on Freeports.	
<b>73.02</b>	<b>APOLOGIES</b> Tony Gallagher James McIlroy (Director of Finance & Corporate Services)	
<b>73.03</b>	<b>CONFLICTS OF INTEREST</b> No conflicts of interest were declared.	
<b>73.04</b>	<b>MINUTES OF BOARD MEETING ON 22 JULY 2022</b> The Board approved the minutes of the meeting held on 22 July 2022. (Proposed by DM, seconded by CP)	
<b>73.05</b>	<b>MATTERS ARISING FROM 22 JULY 2022</b> AP4 – Complete AP6 – Complete <b>17 June 2022</b> AP1 – Ongoing AP2 – Ongoing AP3 – Complete AP4 – Ongoing AP7 – Complete AP9 (1 April 2022) – Complete AP2 (17 December 2021) – Complete <b>AP1 – Seek approval from TEO to employ a permanent Assistant Property Manager.</b>	<b>BG</b>

REF	DISCUSSION	ACTION BY
73.11	<p><b>FREEPORTS &amp; MLK</b></p> <p>TB welcomed Ibrahim Mohamed (IM - Departmental for International Trade) to the meeting and set out the context in which to frame the discussion on Freeports.</p> <p>IM stressed that his talk on Freeports was purely his understanding, knowledge and experience of the subject and was not to be interpreted as his department's position.</p> <p>There was a very informative talk and discussion during which, in response to a query, IM undertook to clarify the position of a 'regulatory sandbox' with respect to a tax and/or customs site. Concluding, the Chairman thanked IM and said that the Board may well have further questions on the subject which IM was content to respond to.</p> <p><b>AP2 – Circulate the paper on Freeports.</b></p> <p><b>AP3 - Follow up with IM, regarding the query on 'regulatory sandboxes'.</b></p> <p><b>AP4 – Invite the Belfast Harbour Commissioners to the October 2022 board meeting.</b></p> <p><b>AP5 – Invite Stephen Kelly (Manufacturing NI) to the October 2022 board meeting.</b></p>	<p>NM</p> <p>NM</p> <p>TB</p> <p>TB</p>
73.06	<p><b>CHAIRMAN'S BUSINESS</b></p> <p>TB update members on a very useful meeting he and NM attended with Lisburn &amp; Castlereagh City Council which included discussions on partnering on the issue of Freeports. It was decided that this be taken forward through the Physical &amp; Economic Development Committee with CM and CP to accompany NM on a fact-finding visit to Alderley Park.</p> <p>The Chairman then updated the Board on a productive meeting he, CM and NM had with National Museums NI (NMNI). Partnership working was discussed, with NMNI very keen to support MLK in the development of its proposed tourism hub to the extent of operating this hub on behalf of MLK. The formal basis for this collaboration would be a partnership agreement between MLK and NMNI, which TB recommended to the Board. The Board agreed to entering into a partnership agreement with NMNI. (Proposed by DM, seconded by CM)</p> <p>The Board then discussed, what in their view, were blockers inhibiting the full development of the site, and if they were not properly addressed, would equally restrict the ability of any new board to develop the site. After further discussion it was agreed to invite the TEO Permanent Secretary to the next board meeting with a view to discussing an enabling strategy to allow the board to proceed with its revised strategy consisting of the six hubs.</p> <p>BG pointed out that TEO had not yet agreed to the draft Partnership Agreement which the Board had drawn up to replace the current Management Statement &amp; Financial Memorandum (MSFM). BG suggested, as a way forward, that the Board explore the possibility of a</p>	

REF	DISCUSSION	ACTION BY
	<p>Letter of Expectation, as a concept similar in principle to SIB's. <b>AP6 – Explore the possibility, with TEO, of a Letter of Expectation for MLKDC.</b></p> <p><b>AP7 – Invite the TEO Permanent Secretary to the September 2022 board meeting.</b></p> <p>The Chairman advised board members that he would soon be contacting them to arrange dates for their annual performance reviews.</p>	<p><b>BG</b></p> <p><b>TB</b></p>
73.07	<p><b>CHIEF EXECUTIVE'S REPORT</b></p> <p>BG presented his report and pointed out that the expenditure limits for the current communications support had been reached. Taking account of the current Resource budget pressures, interim arrangements would be put in place until after a new business case had been approved.</p> <p>With the Board's intention to revert to monthly board meetings, BG advised that the Executive Team would look to move to dashboard reporting, which the Board indicated it would be content with.</p> <p>The Board noted this report.</p>	
73.08	<p><b>DIRECTOR OF FINANCE &amp; CORPORATE SERVICES' REPORT</b></p> <p>BG presented this report in the absence of the Director of Finance &amp; Corporate Services.</p> <p>DM, as Chair of the Audit &amp; Risk Assurance Committee, updated the Board on the latest meeting of the Committee on 23 August past, which included scrutiny of the annual report and account for 2021-22. DM again highlighted the recommendations from the recent effectiveness exercise and stressed the importance of training for any new board or committee members. The Chair also commended the NIAO Good Practice Guide on Board Effectiveness which the Board agreed to adopt. (Proposed by DM, seconded by CM)</p> <p>The Board was updated on the site security work and it was agreed to inform the business case for security requirements going forward, that it would be important to produce the following plans in the first instance:</p> <ul style="list-style-type: none"> <li>• The detailed Site Operational Requirements Plans for each element of the site;</li> <li>• The Site Security Management Plans;</li> <li>• The Site Incident Response Plans; and</li> <li>• The Threat Security / Risk Register.</li> </ul> <p>The Board noted this report.</p>	
73.09	<p><b>DIRECTOR OF DEVELOPMENT REPORT</b></p> <p>NM presented his report.</p> <p>NM advised the Board that he had drawn up a new business case for Minor Site Capital Works covering a three year period similar to one previously agreed by the Board. The Board approved the Minor Site</p>	

REF	DISCUSSION	ACTION BY
	<p>Capital Works 2022-2025 business case, subject to circulation of the full document. (Proposed by CP, seconded by DM)</p> <p><b>AP8 – Issue the Minor Site Capital Works 2022-2025 business case to the Board.</b></p> <p>The Board noted this.</p>	<p><b>NM</b></p>
<p><b>73.10</b></p>	<p><b>HEALTH &amp; SAFETY REPORT</b></p> <p>This report was taken as 'Read'. The Board noted the recent accident involving the Development Officer and passed on its best wishes.</p> <p>The Lone Worker Policy was being reviewed in light of this accident.</p> <p><b>AOB</b></p> <p>The next meeting of the board was confirmed as 12 September 2022 at 10:00 at MLK.</p> <p>The meeting concluded at 13:25</p>	

**BOARD MEETING NO. 74 – 12 SEPTEMBER 2022 @ 10:00AM****MINUTES****CHAIRMAN:** Terence Brannigan**BOARD:** Jack Gallagher (JG); Duncan McCausland (DM); Joe O'Donnell (JO – Via Zoom); Ciaran Mackel (CM); Conor Patterson (CP – Joined via Zoom at 11:25)**STAFF:** Bryan Gregory (BG – Chief Executive; Joined at 10:15); Neil McIvor (NM – Director of Development); James McIlroy (JM – Director of Finance & Corporate Services)**SECRETARY:** Ian Spence

<b>REF</b>	<b>DISCUSSION</b>	<b>ACTION BY</b>
<b>74.01</b>	<b>WELCOME</b> The Chairman welcomed all in attendance.	
<b>74.02</b>	<b>APOLOGIES</b> Tony Gallagher	
<b>74.03</b>	<b>CONFLICTS OF INTEREST</b> No conflicts of interest were declared.	
<b>74.04</b>	<b>MINUTES OF BOARD MEETING ON 25 AUGUST 2022</b> The Board approved the minutes of the meeting held on 25 August 2022 subject to the following addition, before the last sentence at agenda item 73.08: <i>'The Board was updated on the site security work and it was agreed to inform the business case for security requirements going forward, that it would be important to produce the following plans in the first instance:</i> <ul style="list-style-type: none"><li><i>• The detailed Site Operational Requirements Plans for each element of the site;</i></li><li><i>• The Site Security Management Plans;</i></li><li><i>• The Site Incident Response Plans; and</i></li><li><i>• The Threat Security/Risk Register.'</i></li></ul> (Proposed by DM, seconded by CM)	
<b>74.05</b>	<b>MATTERS ARISING FROM 25 AUGUST 2022</b> AP1 – Ongoing AP3 – Ongoing AP4 – Complete: Belfast Harbour Commissioners to attend the next board meeting. AP5 – Complete: Stephen Kelly to attend the next board meeting. AP6 – Ongoing	

REF	DISCUSSION	ACTION BY
	<p>AP7 – Ongoing: TEO Permanent Secretary to be invited to the next board meeting. (Post Meeting Note – TEO Permanent Secretary to attend October 2022 board meeting.)</p> <p><b>17 June 2022</b></p> <p>AP1 – Ongoing  AP2 – Complete  AP4 – Ongoing: TB has written to InvestNI asking for a meeting.</p> <p><b>AP1 – Draw up areas for discussion with the Belfast Harbour Commissioners.</b></p>	<p><b>TB/NM</b></p>
<p><b>74.06</b></p>	<p><b>CHAIRMAN'S BUSINESS</b></p> <p>TB advised that he and BG had attended a recent forum of TEO Arm's Length Bodies (ALBs) where the benefits of partnership working between and across ALBs and TEO were highlighted and encouraged. An output from the forum was a Partnership Charter document, a copy of which was given to each board member.</p> <p>BG highlighted a number of ALBs and departments with whom MLK already had well established close working arrangements including in a few cases, formal partnership agreements.</p> <p>It was agreed to further explore partnership working when meeting with the TEO Permanent Secretary at the next board meeting.</p> <p>The Chairman expressed his desire to be in a position to quickly move forward in circumstances where the Board was allowed to implement its revised strategy. In discussion, BG suggested one option on a way forward might be a Letter of Expectation from Ministers, similar in principle to SIB's.</p> <p><b>AP2 – BG to circulate an example of SIB's Letter of Expectation.</b></p> <p><b>AP3 – Provide the TEO Permanent Secretary with a 'road map' on the Board's proposed way forward along with the necessary resources.</b></p> <p><b>AP4 – Arrange dates with board members for their annual performance reviews.</b></p>	<p><b>BG</b></p> <p><b>TB</b></p> <p><b>TB</b></p>
<p><b>74.07</b></p>	<p><b>EXECUTIVE TEAM DASHBOARD REPORT</b></p> <p>BG introduced the Executive Team Dashboard Report and advised that it would be refined in light of feedback from board members.</p> <p>JM took the Board through the Finance aspects of the report and advised that the funding pressures had been flagged up to TEO and reflected in the risk register. These pressures included an anticipated 30% increase in energy costs.</p> <p>NM went through the Development side of the report and gave members a copy of business case BC0251 Works to Maintain Listed and Retained Buildings and Structures 2022/23 to 2027/28 for consideration. NM responded to members queries on the business case, including confirmation of the ability to shorten the timeframe</p>	

REF	DISCUSSION	ACTION BY
	<p>within which the work would be completed. BG said that the business case was aligned to the Corporation's current remit. The Board approved the business case for Works to Maintain Listed and Retained Buildings and Structures 2022/23 to 2027/28 in the sum of £2,114,597 (Resource), subject to an annual progress review of the business case. (Proposed by DM, seconded by CM)</p> <p>NM and CM gave an overview of their visit to and meeting with National Museums NI (NMNI) including its alignment with the Ulster Aviation Society's (UAS) presence at MLK and specifically its storage requirements. BG advised that given the length of time UAS has been a tenant occupying the WW2 hangars and will have secured rights under the Business Tenancies Order, it would be prudent for MLKDC to take legal advice to ensure its obligations and the rights of UAS are fully understood. This could include moving from a license agreement to a lease arrangement, with a potential introduction of a requirement for a suitable collection and disposal policy. <b>AP5 – Obtain DSO legal opinion on the UAS' rights under the Business Tenancies Order.</b> The Board approved, in principle, the moving to a lease agreement with UAS, subject to the legal advice. (Proposed by DM, seconded by CM)</p> <p>NM confirmed that Historical Environment Division (HED) was content with the current status of Compound 19 at this time. HED had requested permission to bring a study group to see the MLK heritage assets as part of the European Association of Archaeologists international conference being held in Belfast in September 2023. The Board agreed to issue a formal invitation to the European Association of Archaeologists study group. (Proposed by DM, seconded by CM) <b>AP 6 – Issue a formal invitation to HED to visit the MLK heritage assets along with the European Association of Archaeologists study group, on behalf of the Board.</b></p> <p>A discussion followed on requests to visit the site. BG noted that MLKDC would need additional resource to accommodate visits, but as a first step suggested drawing up criterion for the Corporation to use in deciding whether to approve/recommend to TEO such requests. The Board agreed to that suggestion. <b>AP7 – Draw up potential criteria for the Corporation to use in deciding whether to approve requests to visit the site.</b></p> <p>NM advised that AANI had not yet provided plans for its permanent base at MLK and were apparently weighting up whether to purchase the ground outright or lease it. JM confirmed that MLK could retain the funds from this transaction provided they could be spent in the same financial year as they were received and with agreement from TEO. TB pointed out that it would be more beneficial for MLK to sell the land to AANI, as the funds could then be used to accelerate maintenance work to the Listed and Retained Buildings as discussed above. <b>AP8 – AANI to be advised of the Board's frustration at the continued lack of visibility around the formal plans for its permanent base at MLK.</b></p>	<p>NM</p> <p>NM</p> <p>BG</p> <p>NM</p>

REF	DISCUSSION	ACTION BY
	<p>NM said that he was seeking a meeting with DAERA to understand the AFBI space requirements.</p> <p>The Chairman and Board commended the dashboard reporting format but asked for future reports to include security, upcoming events on the site and site visit requests.</p> <p>The date of the next meeting was agreed as Thursday 20 October 2022 and the meeting concluded at 11:45am.</p>	

**BOARD MEETING NO. 75 – 20 OCTOBER 2022 @ 09:00AM**

**MINUTES**

**CHAIRMAN:** Terence Brannigan

**BOARD:** Jack Gallagher (JG); Duncan McCausland (DM); Joe O'Donnell (JO); Ciaran Mackel (CM – Left at 12:10); Conor Patterson (CP – Left at 12:10)

**STAFF:** Bryan Gregory (BG – Chief Executive); James McIlroy (JM – Director of Finance & Corporate Services)

**SECRETARY:** Ian Spence

<b>REF</b>	<b>DISCUSSION</b>	<b>ACTION BY</b>
<b>75.01</b>	<b>WELCOME</b> The Chairman apologised for his late arrival due to a road traffic accident.  TB advised that Denis McMahon (DMcM, TEO Permanent Secretary), Joan O'Hara (JO'H, - TEO Grade 5) and Johneen Wright (JW - TEO Grade 7) would join the meeting around 10:00.	
<b>75.02</b>	<b>APOLOGIES</b> Tony Gallagher Neil McIvor (Director of Development)	
<b>75.03</b>	<b>CONFLICTS OF INTEREST</b> No conflicts of interest were declared.	
<b>75.04</b>	<b>MINUTES OF BOARD MEETING ON 12 SEPTEMBER 2022</b> The Board approved the minutes of the meeting held on 12 September 2022. (Proposed by DM, seconded by CM)	
<b>75.05</b>	<b>MATTERS ARISING</b> <b>12 September 2022</b> AP1 – Closed AP2 – Complete AP3 – Complete AP4 – Ongoing: Members to advise Chairman of their availability. AP5 – Closed AP6 – Ongoing AP7 – Closed - New Action: <b>AP1 - Liaise with NMNI regarding potential criteria to use in deciding whether to approve requests to visit the site</b> AP8 – Complete <b>25 August 2022</b> AP1 – Closed. No further action at this time. AP3 – Complete	<b>BG</b>

REF	DISCUSSION	ACTION BY
	AP6 – Complete <b>17 June 2022</b> AP1 – Closed AP4 – Ongoing	
75.06	<b>EXECUTIVE TEAM DASHBOARD REPORT</b>  JM took the Board through the finance aspects of the report. JM reminded the Board that a £150k pressure had previously been identified but in light of the Finance Minister’s written statement it was now imperative that MLKDC remains within its original budget envelope. After recent consultation with the SMT to identify cost savings, an overspend of £27k was forecast for the current FY.  DM again asked for the inclusion of security incidents in the dashboard report. <b>AP2 – Include the number of security incidents in future dashboard reports.</b>	NM
75.07	<b>CHAIRMAN’S BUSINESS</b> <u><b>MEETING WITH DUP DELEGATION</b></u>  TB said that he, along with JG, CM, CP, and Neil McIvor had met with a DUP delegation led by the party leader Sir Jeffrey Donaldson at MLK on 14 October 2022. Board members provided their analysis of that meeting with the consensus being that it had been constructive. This view was echoed by the Chairman, who felt that the potential of the site was recognised alongside the all-island dimension. The DUP delegation was supportive of the ongoing discussions with NMNI.  On the issues of enterprise zones and levelling up funding, Sue Gray was now looking at a different Westminster funding intervention and Sir Jeffrey said he would arrange a meeting between Sue Gray and the Chairman. The Chairman stated that Sir Jeffrey’s view was that the current Board put in place the necessary enabling ‘building blocks’ to allow a new Board to deliver the revised strategy.  TB said that the revised strategy has now emphasised the heritage aspects of the site.  BG said that feedback he had received indicated that progress would be dependent on a very measured and incremental approach plus the NI Executive being fully functional.  <b>AP3 – Arrange an early meeting with SF.</b>  <u><b>TEO DELEGATION (10:05 – 11:35)</b></u>  The Chairman welcomed DMcM, JO’H and JW and thanked the Permanent Secretary for the increased level of engagement between the Corporation and the department.	TB



**BOARD MEETING NO. 76 – 24 NOVEMBER 2022 @ 09:00AM****MINUTES****CHAIRMAN:** Terence Brannigan**BOARD:** Jack Gallagher (JG); Tony Gallagher (TG); Duncan McCausland (DM); Joe O'Donnell (JO); Ciaran Mackel (CM); Conor Patterson (CP)**STAFF:** Bryan Gregory (BG – Chief Executive); James McIlroy (JM – Director of Finance & Corporate Services); Neil McIvor (NM – Director of Development)**SECRETARY:** Ian Spence

<b>REF</b>	<b>DISCUSSION</b>	<b>ACTION BY</b>
<b>76.01</b>	<b>WELCOME</b> The Chairman welcomed all to the meeting.	
<b>76.02</b>	<b>APOLOGIES</b> None	
<b>76.03</b>	<b>CONFLICTS OF INTEREST</b> No conflicts of interest were declared.	
<b>76.04</b>	<b>MINUTES OF BOARD MEETING ON 20 OCTOBER 2022</b> The Board approved the minutes of the meeting held on 20 October 2022. (Proposed by DM, seconded by CM)	
<b>76.05</b>	<b>MATTERS ARISING</b> <b>20 October 2022</b> AP1 – Closed AP3 – Closed <b>12 September 2022</b> AP6 – Closed	
<b>76.06</b>	<b>CHAIRMAN'S BUSINESS</b> TB advised that he had spoken with Social Enterprise NI and Enterprise NI, with both organisations interested in visiting the MLK site. The Chairman also suggested that this would be an opportune time to meet with the local community representatives. NM confirmed that the Enterprise Zone and the Community Zone were separate zones, consisting of 12 and 10 acres respectively. <b>AP1 – Arrange a joint meeting with Social Enterprise NI and Enterprise NI.</b> <b>AP2 – Arrange a meeting with the Halftown community representatives.</b> The Chairman said he had been approached by the Chief Executive of Lisburn and Castlereagh City Council (LCCC) about a joint meeting with	<b>TB</b> <b>NM</b>

REF	DISCUSSION	ACTION BY
	<p>Sue Gray under the Levelling Up agenda. The Board were content for the Chairman to pursue this with LCCC.</p> <p>TB also advised that the latest model of Investment Zones appeared to be a more attractive proposition than Free Ports.</p> <p>The Chairman then referred to the letter from AANI of 9 November, advising of their decision to explore other locations for a permanent base. After due consideration of the letter and the points raised therein, the Chairman and Board, although disappointed in AANI's decision not to push ahead with their proposals to permanently locate at MLK, were fully satisfied that they had acted within the Corporation's statutory and legislative framework. In addition, they had undertaken all appropriate due diligence in respect of the proposals and plans provided by AANI. Given the points raised in the letter, the Board would move forward on the basis that AANI would not be seeking to extend their lease beyond June 2025. <b>AP3 – Chairman to respond to the AANI letter, acknowledging their decision and expressing the Board's disappointment.</b></p>	TB
76.07	<p><b>EXECUTIVE TEAM DASHBOARD REPORT</b></p> <p><b><i>Finance &amp; Corporate Services</i></b></p> <p>JM took the Board through the finance aspects of the dashboard report again highlighting the potential Resource overspend for the year of £27k which TEO has been made aware of. £250k of Capital has been handed back.</p> <p>JM advised that the NIAO would be making a priority 3 recommendation about no board effectiveness survey having been undertaken in 2021/22. It was noted that it had not been undertaken given the uncertainty about the timing of board appointments. The Board was content for the effectiveness survey to be taken forward by DM and JM. <b>AP4 – Issue board effectiveness survey to members for completion and return.</b></p> <p>JM also advised that NIAO would be flagging up that the tenure of the current board exceeded 10 years, the maximum in accordance with best practice. BG said that, following a recent meeting with officials, it was understood that the TEO would very shortly be appointing four new board members from the current list, to fill the existing vacancies. DM, as Chair of the Audit &amp; Risk Assurance Committee, suggested to the Chairman that best practice dictated new personnel should be appointed to the Committee.</p> <p>BG also stated that TEO had advised him that that the working assumption was that the opening budget for 2023/24 would be the same as the previous year and that MLK could defer submitting its annual business plan until 31 March 2023.</p> <p><b><i>Development</i></b></p> <p>NM took the members through the development aspects of the dashboard report and thanked the Development Officer for his work in</p>	JM

REF	DISCUSSION	ACTION BY
	<p>ensuring a successful outcome to the recent internal audit review of Statutory and Landowner Responsibilities.</p> <p>NM advised that he would be meeting with NMNI and HED regarding Compound 19. TG highlighted the potential perceived public perception around moving an 'old' building in a very dilapidated state at considerable cost. BG pointed out the Board's statutory duty, including with respect to Health &amp; Safety, in this regard.</p> <p>The Board were content for NM to proceed to draw up the partnership agreement with NMNI, taking account of the points raised by members at the October 2022 board meeting.</p> <p>The Board commended the Executive Team on the quality of the dashboard report.</p>	
	<p>The next board meeting was confirmed as Thursday 15 December 2022 at 10:00am.</p> <p>The Executive Team and Secretary left the meeting at 10:30am with the Board continuing to meet in closed session.</p>	

**BOARD MEETING NO. 77 – 15 DECEMBER 2022 @ 10:00AM**

**MINUTES**

**CHAIRMAN:** Terence Brannigan

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

**STAFF:** Bryan Gregory (BG – Chief Executive – via Zoom); James McIlroy (JM – Director of Finance & Corporate Services); Neil McIvor (NM – Director of Development)

**SECRETARY:** Ian Spence

REF	DISCUSSION	ACTION BY
77.01	<b>WELCOME</b> The Chairman welcomed all to the meeting.	
77.02	<b>APOLOGIES</b> None	
77.03	<b>CONFLICTS OF INTEREST</b> CP advised he was a volunteer director on the board of Enterprise NI. The Chairman was content there was no conflict of interest.	
77.04	<b>MINUTES OF BOARD MEETING ON 24 NOVEMBER 2022</b> The Board approved the minutes of the meeting held on 24 November 2022. (Proposed by DM, seconded by CM)	
77.05	<b>MATTERS ARISING</b> <b>24 November 2022</b> AP1 – Closed: Chairman meeting with Enterprise NI at MLK on 9 January 2023. AP3 – Closed: Letter sent to AANI. <b>20 October 2022</b> AP5 – Ongoing: BG to draft response and circulate to board members before sending to TEO. (See agenda item 77.08 Chairman's Business.) <b>12 September 2022</b> AP4 – Ongoing: Members asked to provide the Chairman with potential dates. <b>17 June 2022</b> AP4 – Ongoing: Several attempts made to contact InvestNI but no response. Will now go through departmental Permanent Secretary.	

REF	DISCUSSION	ACTION BY
<p>77.06</p> <p>77.07</p>	<p><b>NIAO REPORT TO THOSE CHARGED WITH GOVERNANCE</b></p> <p><b>FINAL DRAFT ANNUAL REPORT AND ACCOUNTS TO 31 MARCH 2022</b></p> <p>JM advised that NIAO had completed their review of the report and accounts and proposed an unqualified audit opinion. There were no uncorrected misstatements and no irregular expenditure identified. There was one Priority 3 finding regarding the non-completion of the board effectiveness survey. The board effectiveness survey had now been issued to members and JM appealed for those members who had not completed the survey to return it as soon as possible. <b>AP1 – Issue reminder to board members regarding completion of the board effectiveness survey.</b></p> <p>NIAO had also noted that board members have now been in place for more than 10 years and with TEO having carried out a recruitment exercise for new members in September 2022, advised that it would keep progress on this matter under review in 2022-23.</p> <p>DM, as Chair of the Audit &amp; Risk Assurance Committee advised the Board that the Committee had reviewed the report and accounts in depth and were content to recommend approval, noting that this represented 10 years of unqualified accounts. DM thanked his fellow committee members.</p> <p>Members approved the Report To Those Charged With Governance and the report and accounts to 31 March 2022, (Proposed by DM, seconded by CM)</p> <p>The Chairman thanked the Audit &amp; Risk Assurance Committee for its work alongside JM and the Finance Team. BG likewise acknowledged the work of JM and the Finance Team as well as NM and the Development Team. BG also expressed his appreciation of the professional way the audit was undertaken by the NIAO.</p>	<p>JM</p>
<p>77.08</p>	<p><b>CHAIRMAN'S BUSINESS</b></p> <p>BG updated the Board on the recent tour of the site by TEO officials, and the request for MLKDC to draft a paper for further discussion with officials to develop a proposition on the way forward to put to Ministers on their return to office. It was agreed that a paper would be developed, setting out the Board's strategy and the clear need for improved road access, for initial consideration by the Board.</p> <p>The Chairman asked the Development Committee to attend the meeting with Enterprise NI on 9 January 2023. NM advised members that he had met with the Halftown residents regarding the concept of the Community Hub that had previously been identified within the Spatial Framework with further follow up in the new year.</p> <p>TB confirmed that he would be meeting with SF at MLK on 12 January 2023.</p>	

REF	DISCUSSION	ACTION BY
	<p>The Chairman advised that he had been contacted by a representative on behalf of the Lower Maze Social Club. TB emphasised to the caller, the need for the Lower Maze Social Club to enter dialogue with both MLKDC and the local community representatives through formal channels.</p> <p>TB said he was awaiting contact from Lisburn and Castlereagh City Council as it was the lead in arranging a meeting with Sue Gray.</p>	
76.07	<p><b>EXECUTIVE TEAM DASHBOARD REPORT</b></p> <p>BG said the Corporation was advised that it should plan for the same opening budget for 2023/24 as for the current financial year.</p> <p><b><i>Finance &amp; Corporate Services</i></b></p> <p>JM advised MLK had received an additional £114k Resource budget which would alleviate the potential overspend in this area and had surrendered Capital of £250k, due to a tender process taking longer than anticipated.</p> <p>DM, as Chair of the Audit &amp; Risk Assurance Committee gave a report of the committee meeting on 6 December 2022. His view was the Security Working Group should remain in place evidencing the Corporation's ongoing commitment to security.</p> <p><b><i>Development</i></b></p> <p>NM advised the board that his secondment to DIT would come to an end on 31 December 2022.</p> <p>NM said the tenders had been received back in respect of the second hangar door, with work being programmed over 2022/23 and 2023/24. The Development Team also had several civils projects that could be delivered before the year end to ensure the Capital budget was met. NM confirmed there was sufficient money in the Resource budget to covers maintenance repairs due to any damage caused by bad weather.</p>	
	<p>The next board meeting was confirmed as <b>Wednesday 25 January 2023 at 10:00am.</b></p> <p>The Chairman thanked the Executive Team for their work throughout the year and wished them, the board members and all their families, a very happy Christmas. The meeting concluded at 11:40am.</p>	