

**BOARD MEETING NO. 78 – 25 JANUARY 2023 @ 10:00AM**

**BOARD:** Jack Gallagher (JG); Tony Gallagher (TG); Duncan McCausland (DM); 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>78.01</b>	<b>WELCOME</b> The Chairman welcomed all to the meeting.	
<b>78.02</b>	<b>APOLOGIES</b> Joe O'Donnell James McIlroy (Director of Finance & Corporate Services)	
<b>78.03</b>	<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.	
<b>78.04</b>	<b>MINUTES OF BOARD MEETING ON 15 DECEMBER 2022</b> The Board approved the minutes of the meeting held on 15 December 2022. (Proposed by DM, seconded by CM)	
<b>78.05</b>	<b>MATTERS ARISING</b> <b>20 October 2022</b> AP5 – Closed: Subsumed under new action point AP4 (Agenda Item 78.06). <b>12 September 2022</b> AP4 – Ongoing <b>17 June 2022</b> AP4 – Ongoing: Chairman has now made contact with the Chair of Invest NI.	
<b>78.06</b>	<b>CHAIRMAN'S BUSINESS</b> <b><i>Appointment of new Board Members</i></b> The Chairman advised that the plan was to fill the four existing vacancies on the Board from the recently created list with a staggered approach to replacing the remainder of the Board, also from the current list. However, there was still some debate around who was empowered to appoint the new board members. TB has now written to TEO Permanent Secretary seeking clarification on the new appointments / extending the tenure of the current Board.	

REF	DISCUSSION	ACTION BY
	<p><b><i>Meeting with Enterprise NI</i></b></p> <p>The Chairman said that he, CP and NM had recently met with the Chair and Chief Executive of Enterprise NI. This had been a very positive meeting with both sides keen to explore partnership working. There was also the potential for Enterprise NI to re-locate to MLK and set up a regional hub. Enterprise NI agreed to advise MLK of its space requirements. It was suggested that Lisburn and Castlereagh City Council (LCCC), the South Eastern Regional College (SERC) and the Resurgam Trust should be invited to a future meeting with Enterprise NI.</p> <p>The Chairman advised the Board of his role as ‘entrepreneur in residence’ with SERC.</p> <p><b><i>National Museums NI (NMNI)</i></b></p> <p>NM advised he was working with NMNI to update the existing Memorandum of Understanding and draw up a partnership agreement. He hoped to be able to bring these before the Board within the next few weeks.</p> <p><b><i>Agri-Food &amp; Biosciences Institute (AFBI)</i></b></p> <p>TB advised that AFBI had previously shown an interest in re-locating to MLK. <b>AP1 – Make contact with AFBI to establish its current thinking on relocation.</b></p> <p><b>AP2 – Organise a meeting with the RUAS.</b></p> <p>The Chairman welcomed the creation of these partnerships and it was agreed that partnership working with the Department for International Trade (DIT) continue through NM. NM advised that DIT was keen to support MLKDC and consideration was to be given to presenting the revised MLKDC strategy to DIT, sometime in the future.</p> <p>TB raised the possibility of funding form the Shared Island Fund. BG agreed to speak to the SIB Chief Executive to understand the mechanics of such an approach. <b>AP3 – Speak to the SIB Chief Executive regarding the approach to accessing funding from the Shared Island Fund.</b></p> <p>BG said the key elements of the proposed submission to TEO would be:</p> <ol style="list-style-type: none"> <li>1. Roads Access;</li> <li>2. Community Zone; and</li> <li>3. A Public Sector project with proven need – NMNI storage requirement.</li> </ol> <p>TB was keen for the submission to also show how the Corporation was promoting its revised strategy through the creation of the various partnerships as outlined above. <b>AP4 – Draft submission for the Chairman to send to TEO setting out potential ‘safe’ projects.</b></p>	<p>TB</p> <p>NM</p> <p>BG</p> <p>BG</p>

REF	DISCUSSION	ACTION BY
	<p><b><i>Air Ambulance NI (AANI)</i></b></p> <p>The Chairman advised that he had received a letter from the Head of the Civil Service (HOCS) regarding the proposed land transfer to AANI for a permanent base, outlining the political support for a permanent base at MLK. HOCS advised that AANI intended to revert back to the Corporation and asked that MLKDC work with TEO and the Department for Health to explore options regarding the transfer of the necessary land.</p> <p>After careful consideration of the letter, the Board agreed to await contact from AANI and then seek the appropriate legal opinion to ensure the Corporation followed the correct legal processes and adhered to good governance. <b>AP5 - Forward a copy of the HOCS letter to board members.</b></p> <p>Given the recent independent report on Invest NI, the Chairman requested a synopsis of the findings / recommendations for consideration by the Audit &amp; Risk Assurance Committee. <b>AP6 – Prepare a synopsis of the findings / recommendations falling out of the independent review of Invest NI.</b></p>	<p style="text-align: center;">IS</p> <p style="text-align: center;">BG</p>
78.07	<p><b>EXECUTIVE TEAM DASHBOARD REPORT</b></p> <p><b><i>Finance &amp; Corporate Services</i></b></p> <p>BG reported on a TEO finance meeting he had attended where various scenarios were outlined, ranging from 3% to 20% cuts to next year's budget.</p> <p>It was also confirmed by TEO that MLKDC would be included within the scope of the NIAO's audit of TEO.</p> <p>BG advised that expenditure was on target to come in on budget at the year end.</p> <p><b><i>Development</i></b></p> <p>NM advised that all the projects were progressing with work having now started on the hangar doors.</p> <p>Regarding the possible re-location of Compound 19, a report had been commissioned to explore the feasibility of this work.</p> <p>A developer had asked for permission to run a storm drain across MLK lands. The Board agreed to this easement subject to sight of detailed plans and NI Water agreement. (Proposed by DM, seconded by CM)</p> <p>The Board approved an extension of the Submission Date (Main Site) date in the Development Agreement between the Corporation and RUAS to 7 March 2024. (Proposed by DM, seconded by CM)</p> <p>The Board noted the Executive Team Dashboard report.</p>	
	<p><b>AOB</b></p> <p>The date of the next meeting was agreed as 23 February 2023 at 10:00.</p> <p>The meeting concluded at 12:05.</p>	

**BOARD MEETING NO. 79 – 22 FEBRUARY 2023 @ 10:00AM****MINUTES****CHAIRMAN:** Terence Brannigan**BOARD:** Jack Gallagher (JG); Duncan McCausland (DM); Ciaran Mackel (CM); Joe O'Donnell (JO – Via Zoom); Conor Patterson (CP)**STAFF:** Bryan Gregory (BG – Chief Executive - Left at 10:55); Neil Mclvor (NM – Director of Development); James Mcllroy (JM - Director of Finance & Corporate Services)**SECRETARY:** Ian Spence

<b>REF</b>	<b>DISCUSSION</b>	<b>ACTION BY</b>
<b>79.01</b>	<b>WELCOME</b> The Chairman welcomed all to the meeting and thanked members for agreeing to bring the meeting forward.	
<b>79.02</b>	<b>APOLOGIES</b> Tony Gallagher	
<b>79.03</b>	<b>CONFLICTS OF INTEREST</b> None were advised.	
<b>79.04</b>	<b>MINUTES OF BOARD MEETING ON 25 JANUARY 2023</b> The Board approved the minutes of the meeting held on 25 January 2023. (Proposed by DM, seconded by CM)	
<b>79.05</b>	<b>MATTERS ARISING</b> <b>25 January 2023</b> AP1 – Closed: Chair of AFBI to visit MLK site. AP2 – Closed: NM meeting with RUAS on 28 February 2023. AP3 – Closed: Shared Island Fund currently focusing on border regions. AP4 – Closed: Clarification noted. Chairman in process of writing to TEO on the projects. <b>12 September 2022</b> AP4 – Ongoing <b>17 June 2022</b> AP4 – Closed: Not advantageous to meet at present given the ongoing churn of Invest NI board members and Executive Team.	
<b>79.06</b>	<b>CHAIRMAN'S BUSINESS</b> <b><i>Air Ambulance NI (AANI)</i></b> The Chairman referred to the letter from Joan O'Hara (TEO) to the Chair of AANI and his subsequent email response and asked for members' views on the issues raised.	

REF	DISCUSSION	ACTION BY
	<p>In discussion, the Board emphasised that it is, and always has been, committed to working with, and supporting AANI in the role the charity provides in helping people across Northern Ireland at their times of great need. BG reinforced that the Board had, at all times, acted in good faith in an open and transparent way in their dealing with AANI on the issue of a permanent base at MLK. MLK had progressed the proposals based on its understanding of their requirements, as defined by AANI.</p> <p>NM confirmed that there was a full audit trail of all actions in relation to MLK's dealing with AANI on the proposals.</p> <p>The key points were:</p> <ol style="list-style-type: none"> <li>1. AANI confirmed acceptance of the principle of an LPS valuation of the land at £300k.</li> <li>2. AANI initially asked for five acres and then arbitrarily moved the perimeter of the demise adding in a further four acres which included the raised area of land on which a solar farm was to be erected.</li> <li>3. AANI originally requested a 99 year lease, MLK offered a 125 year lease, which AANI then accepted.</li> <li>4. AANI never identified night-time flying as one of its requirements.</li> </ol> <p>BG added that this revised requirement of 10 acres did not specify what the additional land was to be used for. MLKDC would need to know the intended use of this additional land to ensure it didn't negatively impact on its revised strategy or compete with other development on the site. Furthermore, MLKDC could not consider a freehold transfer of the land given the Corporation's duty to maximise the economic, social and environmental benefits of the site, take into account the associated risks of AANI disposing off/flipping the site, and the need to apply a consistent development framework across the site, treating all tenants equally. It was further pointed out that the draft paper shared with AANI had been prepared on the basis of the requirements as advised by AANI, and MLKDC had not at any stage introduced any additional constraints. Rather, it was felt that AANI had changed its requirements, and not communicated these to MLKDC. In discussion, the Board felt that the matter of freehold was the only issue that was potentially not resolvable should AANI wish to remain at MLK.</p> <p>Board members, after an extensive discussion of the issue and confirmation of their continued desire to support AANI, were in full agreement that the Chairman write to AANI / TEO / HOCS, providing a factual response to the points made in the correspondence and email from the AANI Chair.</p> <p>The Chairman summarised members views and outlined the way forward as follows;</p> <ol style="list-style-type: none"> <li>1. Respond to the AANI email setting out the facts and pointing out that AANI had initially accepted the valuation of £300k.</li> </ol>	

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	<p>2. Highlight that MLK had repeatedly asked AANI for detailed plans, which had not been forthcoming. Without these it was impossible to conclude an agreement.</p> <p>3. Need to have prepared appropriate responses given the public / media profile enjoyed by AANI.</p> <p><b>AP1 – Provide the Chairman with a detailed timeline of all MLK’s interactions with AANI pertaining to the proposal for a permanent base at MLK.</b></p> <p><b>AP2 – Draft a response to the points raised in AANI’s email of 7 February 2023.</b></p> <p><b>AP3 – Brief the DUP and SF on MLK’s interactions with AANI pertaining to the proposal for a permanent base at MLK.</b></p> <p><b><i>Strategic Alliances</i></b></p> <p><b>Enterprise Northern Ireland (ENI)</b> TB advised ENI was keen to enter into a partnership with MLK in developing the Community Zone and a scoping meeting would be arranged to progress this partnership. <b>AP4 – Advise the Chairman of the influence and reach of the ENI.</b></p> <p><b>National Museums Northern Ireland (NMNI)</b> NM advised that the draft partnership agreement with NMNI was complete. <b>AP5 – Send draft partnership agreement with NMNI to Board for comments.</b></p> <p><b>Lisburn &amp; Castlereagh City Council (LCCC)</b> A draft partnership agreement with LCCC had previously been drawn up. CM suggested that this could be used as the template to forge partnerships with other councils. <b>AP6 - Forward draft partnership agreement with LCCC to board members.</b></p> <p><b>Dublin Belfast Economic Corridor (DBEC)</b> CP suggested making contact with DBEC given the strategic position of the MLK site along this corridor. This grouping consisted of a number of local councils including LCCC. TB suggested inviting DBEC to visit the MLK site. <b>AP7 – Extend an invitation through the Chief Executive of LCCC, to DBEC to visit the MLK site.</b></p> <p><b>Halftown Residents Association</b> NM said that he had recently met with local residents and they were supportive of MLK’s plans for the Community Zone. <b>AP8 – Request formal confirmation from the Halftown Residents Association of their support for MLKDC’s revised strategy specifically in relation to the Community Zone.</b></p> <p><b>Northern Ireland Housing Executive (NIHE) / Northern Ireland Federation of Housing Associations (NIFHA)</b> CM pointed out the value in forging links with both the NIHE and NIFHA. <b>AP9 – Invite NIHE and NIFHA to visit the MLK site.</b></p>	<p>NM</p> <p>TB</p> <p>TB</p> <p>CP</p> <p>NM</p> <p>NM</p> <p>TB</p> <p>NM</p> <p>CM</p>

REF	DISCUSSION	ACTION BY
	<p><b>Department for International Trade (DIT)</b> Given the already established informal links with DIT through NM, it was decided to formalise this link. <b>AP10 – Seek formal confirmation of a link with DIT.</b></p>	<p><b>NM</b></p>
<p><b>78.07</b></p>	<p><b>EXECUTIVE TEAM DASHBOARD REPORT</b></p> <p><b>Finance &amp; Corporate Services</b> JM took the Board through the Finance Report and said he was working closely with the Development Team to ensure the Capital budget came in on target at year end, with several projects in reserve, as a contingency.  JM confirmed that both Capital and Resource budgets were on target.  Libraries Northern Ireland, on MLK’s behalf as a business continuity measure, had now assumed responsibility for paying MLK salaries.  DM, as Chair of the Audit &amp; Risk Assurance Committee, said that the Committee had recently gone through the independent Review of Invest NI, and were satisfied that MLK, where applicable, was following the principles and best practice implied within the recommendations.  The Chairman reminded members of the agreed annual remuneration irrespective of the numbers of board / committee meetings held in the year.</p> <p><b>Development</b> NM took the Board through the Development Report and advised that he hoped to have the report on relocating Compound 19 before the end of the week. CM suggested obtaining a 3D digital model of the compound. <b>AP11 – Obtain a 3D digital model of Compound 19.</b></p> <p>The Board noted the Executive Team Dashboard report.</p>	<p><b>NM</b></p>
<p><b>79.08</b></p>	<p><b>REVISED NOLAN PRINCIPLES</b></p> <p>JM walked the Board through the revised ‘Nolan Principles’, highlighting the revised definitions, specifically in relation to the need to <i>‘treat others with respect’</i>.  The Board noted this paper.</p> <p><b>AP12 – Send a copy of the Nolan principles and the TEO/AANI correspondence to the independent member of the Audit &amp; Risk Assurance Committee.</b></p>	<p><b>IS</b></p>
<p><b>79.09</b></p>	<p><b>BOARD EFFECTIVENESS SURVEY</b></p> <p>JM took the Board through the results of the recent board effectiveness survey. These results were in line with previous years’ results.  The Executive Team and Secretary left the meeting at 12:35, after which the Board continued to meet in closed session.</p>	
	<p><b>DATE OF NEXT BOARD MEETING</b></p> <p>Post Meeting Circulation: 16 March 2023</p>	

**BOARD MEETING NO. 80– 16 MARCH 2023 @ 10:00AM**

**MINUTES**

**CHAIRMAN:** Terence Brannigan

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

**STAFF:** Bryan Gregory (BG – Chief Executive; Joined at 10:45); 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>80.01</b>	<b>WELCOME</b> The Chairman told members that he had been advised by TEO their term of appointment was again being extended and they would shortly receive formal notification to this effect.	
<b>80.02</b>	<b>APOLOGIES</b> Tony Gallagher	
<b>80.03</b>	<b>CONFLICTS OF INTEREST</b> None were advised.	
<b>80.04</b>	<b>MINUTES OF BOARD MEETING ON 22 FEBRUARY 2023</b> The Board approved the minutes of the meeting held on 22 February 2023. (Proposed by DM, seconded by JG)	
<b>80.05</b>	<b>MATTERS ARISING</b> <b>22 February 2023</b> AP2 – Closed: See Chairman's email to AANI of 15 March 2023. AP3 – Ongoing AP4 – Closed AP6 – Ongoing AP7 – Closed AP9 – Closed AP11 – Ongoing <b>12 September 2022</b> AP4 – Closed	
<b>80.06</b>	<b>CHAIRMAN'S BUSINESS</b> <b><i>Air Ambulance NI (AANI)</i></b> The Chairman said he had written to TEO Permanent Secretary, providing a factual response to the points made in the correspondence and email from the AANI Chair. The Permanent Secretary recognised that it was not just a financial issue regarding the potential disposal of	



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	<p>land to AANI. TEO would be arranging a meeting of the key stakeholders to be chaired by TEO Permanent Secretary.</p> <p>NM advised he had recently been contacted by an AANI board member, suggesting AANI was now looking for 10 to 15 acres and had identified two other areas of the MLK site for a possible permanent base.</p> <p>TB re-iterated the Board's willingness to accommodate AANI permanently locating at the MLK site. However, it was still not clear what AANI's final requirements were for a permanent base at MLK. Nonetheless, whatever these requirements were, they could not be allowed to prevent the Corporation from fulfilling its statutory duty in developing out the whole site. <b>AP1 – Advise AANI that TEO would be arranging a meeting of all key stakeholders to discuss the proposals for a permanent base at MLK.</b></p> <p><b>Revised MLKDC Strategy</b></p> <p>TB advised he had written to TEO, highlighting the key elements of the Corporation's revised strategy as presented to TEO at the October 2022 board meeting. This document also included the three initial priorities; 1) Site Access, 2) Community Zone and 3) NMNI Partnership, identified by the Board as both complementary to and supportive of the revised strategy.</p> <p><b>UK Budget Statement</b></p> <p>The Chairman referred to the creation of Economic Zones as detailed in the recent UK Budget Statement. One of these could be located in Northern Ireland, subject to agreement of government. It was agreed that MLK should declare its interest in being a key partner / element of a Northern Ireland Investment Zone, given MLK's strategic location.</p> <p>BG suggested an Investment Zone could be a multi-site, place-based model, and highlighted that a core feature of such a zone was the need for a 'knowledge anchor' - an institution such as a university or a catapult and noted three catapults that have an interest in Northern Ireland: High Value Manufacturing Catapult (HVMC); Digital Catapult; and National Composites Centre. These all had an interest in the City &amp; Growth Deals, and he also noted that the priority sectors identified for Investment Zones were closely aligned to DfE's 10X Strategy and the innovation projects being delivered by UU and QUB as part of the City &amp; Growth Deals. Although MLK was unlikely to attract a university-led project, given the size of the site, it could play a key role in helping to ensure an equitable distribution across the region, stretching from the Belfast region to the North-West, including Derry/Londonderry &amp; Strabane, and Coleraine.</p> <p>BG advised there were two published papers relating to Investment Zones, on the Policy Offer and on location, which he had forwarded to the Chairman. The aim of the initiative was to focus on areas with potential for catch up economic growth, although the criteria for establishing an Investment Zone was not yet developed for the devolved administrations. <b>AP2 – Forward the two papers relating to</b></p>	<p>TB</p> <p>BG</p>

REF	DISCUSSION	ACTION BY
	<p><b>Investment Zones, on policy and location, to board members for comment.</b></p> <p>TB said MLKDC needed to make TEO aware of its interest in becoming the hub of the Northern Ireland's Investment Zone and that this could be reflected through an addendum to the recent document on MLK's revised strategy. As an initial step contact was to be made with Lisburn and Castlereagh City Council (LCCC), Derry City and Strabane District Council (DC&amp;SDC) and the Harbour Commissioners. <b>AP3 – Contact LCCC, DC&amp;SDC and the Harbour Commissioners to discuss partnering on a Northern Ireland Investment Zone.</b></p> <p><b>ALB Forum</b></p> <p>The Chairman advised, at the recent ALB Forum, TEO Permanent Secretary had set up three working groups and had asked TB to chair the working group looking at Shared Services and Co- Location.</p> <p>Members expressed their thoughts on these topics with a unanimous view that the MLK Executive Team and staff should remain sited at MLK but that the MLK office could be a 'drop-in' location for other NICS/ALB staff.</p>	TB
80.07	<p><b>EXECUTIVE TEAM DASHBOARD REPORT</b></p> <p><b>Finance &amp; Corporate Services</b></p> <p>JM advised the 2022/23 Resource and Capital budgets were on track to come in on target at 31 March 2023.</p> <p>ASM's end of year review of the outstanding audit recommendations had been completed with one priority 3 recommendation regarding leavers unable to be checked off as no staff had left MLK in the period.</p> <p>The 2023/24 planning meeting with the NIAO had taken place on 24 February. JM flagged up the increase in the NIAO charges of 10% due to changes in auditing standards. DM advised that the increase in SIB's audit charge was just 2% and said that the Audit &amp; Risk Assurance Committee had already voiced its concerns to the NIAO about the level of fees being charged. The members expressed their surprise at the divergence in the percentage increases being charged by the NIAO. <b>AP4 – Ask TEO Permanent Secretary to survey ALBs for the percentage increase to their 2022/23 audit fees.</b></p> <p><b>Development</b></p> <p>NM took the Board through the Development side of the report.</p> <p>The Board noted the Executive Team Dashboard report and again commended the quality of this report.</p>	TB
80.08	<p><b>2023/24 BUDGET SCENARIO PLANNING</b></p> <p>JM advised that following an ALB Forum meeting earlier in the month, TEO Finance had indicated a potential Departmental budget reduction of between 10% and 15%, based on its 2022/23 final outturn. The Capital budget would remain unchanged. JM presented a paper that set</p>	

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	<p>out the key impacts for MLK of these potential cuts, highlighting key areas of concern, with an inflation rate of 3.3%, as identified by Treasury, included in the decrease percentage. TEO acknowledged MLK had little scope to make further budget savings.</p> <p>BG highlighted the need to minimise specialist support on business cases and the subsequent requirement to upskill MLK staff in this area through Better Business Case training.</p> <p>The Board noted this paper.</p>	
<b>80.09</b>	<p><b>EQUALITY SCHEME FIVE YEAR REVIEW</b></p> <p>The Board approved submission of the Equality Scheme Five Year Review to the ECNI. (Proposed by DM, seconded by JO)</p>	
	<p><b>DATE OF NEXT BOARD MEETING</b></p> <p>The date of the next board meeting was agreed as Thursday 20 April 2023 at 10:00am at MLK.</p> <p>The meeting concluded at 13:00.</p>	