

**Maze Long Kesh  
Development Corporation**

**Business Plan  
2020/21**

**Version 1.0**

**Approved: 23 February 2021**



**MazeLongKesh**  
**from peace to prosperity**

## DOCUMENT CONTROL

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## GLOSSARY

<b>AANI</b>	<b>Air Ambulance Northern Ireland</b>
<b>BRCD</b>	<b>Belfast Region City Deal</b>
<b>CPD</b>	<b>Central Procurement Directorate</b>
<b>DEL</b>	<b>Departmental Expenditure Limit</b>
<b>dFM</b>	<b>Deputy First Minister</b>
<b>EU</b>	<b>European Union</b>
<b>FM</b>	<b>First Minister</b>
<b>FTE</b>	<b>Full Time Equivalent</b>
<b>GVA</b>	<b>Gross Value Added</b>
<b>H&amp;S</b>	<b>Health and Safety</b>
<b>LCCC</b>	<b>Lisburn and Castlereagh City Council</b>
<b>LPS</b>	<b>Land &amp; Property Services</b>
<b>MLK</b>	<b>Maze Long Kesh</b>
<b>MLKDC</b>	<b>Maze Long Kesh Development Corporation</b>
<b>MSFM</b>	<b>Management Statement and Financial Memorandum</b>
<b>NDPB</b>	<b>Non Departmental Public Body</b>
<b>NI</b>	<b>Northern Ireland</b>
<b>OFMDFM</b>	<b>Office of the First Minister and Deputy First Minister</b>
<b>PfG</b>	<b>Programme for Government</b>
<b>RUAS</b>	<b>Royal Ulster Agricultural Society</b>
<b>SIB</b>	<b>Strategic Investment Board</b>
<b>TEO</b>	<b>The Executive Office</b>
<b>UAS</b>	<b>Ulster Aviation Society</b>
<b>UK</b>	<b>United Kingdom</b>

## 1. INTRODUCTION

- 1.1 The Maze Long Kesh Development Corporation (MLKDC) has been established under the *Strategic Investment and Regeneration of Sites (Maze/Long Kesh Development Corporation) Order (NI) 2011*. It became operational in September 2012, with the appointment of the Chairman and the Board.
- 1.2 MLKDC's statutory object is defined under *the Strategic Investment and Regeneration of Sites (NI) Order 2003* at Article 16 (1) and 16(2), which it is to 'secure the regeneration' of Maze Long Kesh by the following means, as appropriate:
- *Bringing land and buildings into effective use;*
  - *Encouraging public and private investment and the development of industry and commerce;*
  - *Creating an attractive environment; and*
  - *Ensuring that social, recreational, cultural and community facilities are available.*
- 1.3 MLKDC is an Executive Non-Departmental Public Body (NDPB) sponsored by the Executive Office (TEO), and financed from within TEO's resource and capital Departmental Expenditure Limit (DEL). The MLKDC Board is accountable, through its Chairman, to Ministers, who set its priorities. The membership of the Board, as of 1 April 2020, is set out in Annex I.
- 1.4 This Business Plan has been prepared in accordance with the requirements of MLKDC's Management Statement and Financial Memorandum (MSFM), which requires an annual Business Plan to be submitted to TEO for ministerial approval. A brief summary of MLKDC's previous business plans, and their status, is included in Annex II.
- 1.5 The current position, as advised by TEO, is that there is no ministerial agreement on Maze Long Kesh (MLK) issues, a position held since late 2013. As a consequence, the remit of MLKDC is currently constrained to:
- Health and Safety (H&S) matters;
  - Site Security;
  - Essential Maintenance; and
  - Supporting RUAS, UAS and AANI in accordance with MLKDC's obligations under the respective agreements, leases and licences.
- 1.6 It is against this context<sup>1</sup> that this Business Plan sets out MLKDC's business objectives and targets for 2020/21. Should this context change, with ministerial agreement forthcoming on the way forward during 2020/21, this Business Plan will need to be updated accordingly<sup>2</sup>.
- 1.7 Although the 2020/21 Business Plan has followed a similar format as in previous years, MLKDC is aware that guidelines are currently being drafted to ensure that, going forward, Business Plans will be aligned with PfG Outcomes. As a consequence, the format of Business Plans are expected to change in future years to comply with the guidance. MLKDC will use 2020/21 to capture relevant data to establish a baseline against which outcomes can be assessed.

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<sup>1</sup> TEO has previously confirmed, by email dated 28 November 2019, that given the current circumstances, a MLKDC Corporate Plan is not required at this time. However, the MLKDC Board continues to review the requirement for a 3 year Corporate Plan, for its own strategic planning purposes.

<sup>2</sup> Should there be ministerial agreement and direction on a way forward, MLKDC will need to secure significant additional resources, to progress the regeneration of the MLK site in a timely manner.

## 2. STRATEGIC CONTEXT

### **MLKDC Current Remit**

2.1 The original remit for the regeneration of MLK, within which MLKDC continues to seek to operate, was defined in a joint statement by the then First and deputy First Ministers in April 2009. The key commitments of this statement were:

- To exploit the economic development potential to the full.
- To maximise the economic, historical and reconciliation potential.
- To have regard to all elements of the site including any listed buildings.

2.2 Since late 2013, however, the context within which MLKDC has to operate has been significantly constrained due to the lack of ministerial agreement on the way forward for MLK, as noted at 1.5 above. Ministerial agreement to the reduced scope of activity is confirmed by approval of the 2014/15 and 2015/16 Business Plans (see Annex II). These constraints impact not only on the regeneration of the site, but also on the ability to hold events at MLK, and on access to the Listed and Retained Buildings.

2.3 The ministerial position on the holding of events at MLK is set out in the response to an Assembly Question, dated 27 September 2016 (Ref AQW 3405/16-21), which states:

*'Site access for larger events, such as European Heritage Open Day events, which would require additional outdoor exhibition and car parking space, requires Ministerial approval to proceed and are considered on a case by case basis.'*

2.4 This is understood to apply to all events at MLK. However, under the terms of the contractual agreement with MLKDC, RUAS is able to hold events without the need for further approval. It is also understood that in terms of access to the Listed and Retained Buildings, this is a matter of departmental (TEO) approval, whereas *'any use of listed and retained buildings remain a matter for FM and dFM agreement'*.

2.5 The wider strategic context for MLKDC is also framed by a number of factors, including:

- The budget outlook;
- The outcomes based draft Programme for Government (PfG);
- The proposed Belfast Region City Deal; and.
- BREXIT and its potential implications.

### **Covid-19**

2.6 With the emergence of the Covid-19 pandemic as a national emergency in March 2020, MLKDC have taken the necessary steps to comply with the guidance issued and restrictions imposed on organisations that are deemed not to be in a priority sector in the current circumstances. This has included suspension of all non-essential activities on site and implementation of social distancing and home working for staff. While it is unclear at this time how long such restrictions will be in place, there is a likelihood these measures could, in the short term, impact on the achievement of the objectives set out in this plan.

### **Budget Outlook**

- 2.7 The budget outlook continues to look uncertain given the absence of confirmed budgets for 2020/21 and future years, and also the potential impact of COVID-19 (see 2.6 above). It is anticipated however that MLKDC's resource budget, in particular, will be subject to further downward pressure.

### **Programme for Government**

- 2.8 The draft Programme for Government (PfG), circulated in May 2017, focuses on outcomes that are intended to make a real difference to the quality of life for people. The associated framework comprises of twelve key outcomes, as summarised overleaf.

**Table 2.1 Draft (2017) Programme for Government Outcomes Framework**

<p>Our purpose: Improving well-being for all – by tackling disadvantage and driving economic growth</p>	
<p>1 <i>We prosper through a strong, competitive, regionally balanced economy.</i></p>	<p>2 <i>We live and work sustainably – protecting the environment.</i></p>
<p>3 <i>We have a more equal society.</i></p>	<p>4 <i>We enjoy long, healthy, active lives.</i></p>
<p>5 <i>We are an innovative, creative society, where people can fulfil their potential.</i></p>	<p>6 <i>We have more people working in better jobs.</i></p>
<p>7 <i>We have a safe community, where we respect the law, and each other.</i></p>	<p>8 <i>We care for others and we help those in need.</i></p>
<p>9 <i>We are a shared, welcoming and confident society that respects diversity.</i></p>	<p>10 <i>We have created a place where people want to live and work, to visit and invest.</i></p>
<p>11 <i>We connect people and opportunities through our infrastructure.</i></p>	<p>12 <i>We give our children and young people the best start in life.</i></p>

- 2.9 MLKDC's ability to contribute significantly to the PfG outcomes is significantly constrained at this time, due to its limited remit. However, MLKDC remains committed to supporting the PfG through the regeneration of MLK, contributing to both the overall purpose of the PfG and a number of the desired outcomes, including under the following broad headlines:

- Growing the economy
- Investment opportunities
- Job creation
- Creation of welcoming and shared spaces
- Addressing the legacy
- Confidence building
- Innovation and creativity
- Equality and respect
- Infrastructure provision
- Environmental protection

- 2.10 This is illustrated in Annex IV, which maps MLKDC's Statutory Objectives against the PfG outcomes and indicators. As noted in the 2019/20 Business Plan, further work is to be progressed during 2020/21 with key stakeholders to link MLKDC's business plan objectives and activities to the PfG indicators. However, an initial draft correlation is set out in Annex V.

### **Northern Ireland's City Deals**

- 2.11 Four City and Growth Deals have been announced that cover Northern Ireland:
- Belfast Region
  - Causeway Coast and Glens
  - Derry City and Strabane
  - Mid, South and West Ulster
- 2.12 These Deals are intended to drive economic growth, supported by investment funding from HM Treasury, with matched funding from the Executive. This funding mix is designed to support multiple projects across four broad themes or pillars:
- Innovation and Digital
  - Infrastructure
  - Tourism and Regeneration
  - Employability and Skills
- 2.13 MLK, a site of strategic regional importance, is located within the geographic area covered by the Belfast Region City Deal (BRCD). The regeneration of MLK has the clear potential to support the objectives of the City Deal, which include:
- Boosting tourism;
  - Delivering new and better jobs;
  - Connecting people to opportunity and services;
  - Transforming our innovation and digital capabilities; and
  - Increasing Gross Value Added (GVA)<sup>3</sup>.
- 2.14 The regeneration of MLK is not included within the scope of the BRCD at this time, but MLKDC will look to realise any opportunities that may arise in the future which would enable MLKDC to contribute to the desired City Deal outcomes, for the benefit of the wider region.

### **West Lisburn 1000 Acre Development Context**

- 2.15 Strategically MLK sits within the 1000 acre development area of Lisburn and Castlereagh City Council (LCCC) in relation to their West Lisburn Development Framework and delivery of the Knockmore Link road. MLKDC will continue to review this context on an ongoing basis, and seek to take it into account in the development of future proposals at MLK, as appropriate.

### **BREXIT**

- 2.16 The United Kingdom (UK) is left the European Union (EU) at 11pm on 31 January 2020, and is now in a transition period that is set to end on 31 December 2020. As the UK and the EU are currently in the process of negotiating their future relationship, the nature of any future trade agreements between the UK and the EU, remain to be determined (as of 27 April 2020). This is a strategic issue, the medium to long term impact of which is uncertain. However, given MLKDC's current remit, BREXIT is not expected to impact on planned activities during the period of this Business Plan.

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<sup>3</sup> GVA is a key indicator of the state of the economy, measuring the contribution of each individual producer, industry or sector. It is the difference between the value of outputs and the cost of inputs.



### 3. VISION

- 3.1 The MLKDC Board continues to re-affirm its commitment to the transformation of the MLK site, in keeping with its vision of *'From Peace to Prosperity'*, and confirms its conviction that:

*'The Maze Long Kesh site, given its strategic location and its unique nature including its historic buildings, can be a regional driver for social and economic regeneration, thereby creating a transformational development that brings tangible and sustainable benefits for all and promotes peace building and reconciliation.'*

- 3.2 It is accepted however that further significant physical regeneration of the site cannot take place until such time as there is ministerial agreement on the way forward for MLK.
- 3.3 Notwithstanding the above, however, the Board has developed a strategic conceptual framework that recognises both the historical importance and the development potential of the site. Whilst embryonic at this stage, the Board is committed to the further development of this framework, working with key stakeholders, as appropriate, to challenge and strengthen the concept.
- 3.4 The proposed activities set out in this Business Plan therefore reflects both the constraints within which MLKDC has to operate at this time, and the need to further develop a strategic approach that builds consensus with stakeholders and facilitates the regeneration of MLK, in accordance with the Board's statutory responsibilities.

#### 4. REVIEW OF PROGRESS

##### **Activities and Achievements**

4.1 In summary, the main activities and achievements during the 2019/20 reporting period include:

- Essential maintenance and H&S related works both across the wider site, and to individual assets, as required, to ensure safe public access.
- Essential maintenance/capital works to listed and retained buildings and scheduled monuments, to ensure they are kept in a safe condition, and to prevent significant deterioration of the building structures and fabric.
- Continued facilitation of AANI Headquarters and service, bringing into beneficial use vacant office space and the vacant former vehicle search building.
- Continued facilitation and support of the UAS's occupancy, under licence of the WW2 hangars.
- Supporting RUAS in their activities, including hosting the Balmoral Show and a range of other events at Balmoral Park and the EIKON.
- Completion of RUAS's further phase of development – including drainage works and exhibition and storage facilities, representing a further investment of c £200k.
- Liaison with Lisburn and Castlereagh City Council (LCCC) in relation to their West Lisburn Development Framework and delivery of the Knockmore Link road in keeping with MLKDC's inclusion within the 1000 acre context..
- An unqualified Audit Opinion from the Northern Ireland Audit Office (NIAO) in respect of the Annual Report and Accounts for 31 March 2019.
- An overall assurance rating of Satisfactory for 2018/19 from Internal Audit.
- A verification visit from TEO officials in June 2019, to provide assurance that all expenditure incurred by MLKDC during 2018/19 was in accordance with TEO's direction. No issues of concern were identified or raised during this exercise.
- Maintaining sound working relationships with key stakeholders.

##### **Performance against Business Plan Targets**

4.2 These activities and achievements are reflected in MLKDC's performance against the 2019/20 Business Plan Targets, as assessed at 31 December 2019, summarised in Table 4.1 below where all targets were on track for delivery by 31 March 2020.

**Table 4.1 Performance against MLKDC's Business Plan Targets for 2019/20**

RAG Status	Green	Green/Amber	Amber	Red
<b>No Targets</b>	11			

RAG Status	Description
Green	Achieved or on track for delivery
Green/Amber	Broadly on track and there is <i>justifiable</i> confidence of getting close to targeted outcomes
Amber	Progress less than planned. Significant doubt around the achievement of targeted outcomes
Red	Commitments not achieved or not expected to be achieved within the current period

**Progress against Statutory Objects**

- 4.3 Outputs achieved since the Corporation was established in September 2012, demonstrating the considerable progress despite the political uncertainty in recent years, include, but are not limited to the following:
- Site Remediation: 140 Ha (347 acre) site remediated and cleared to a standard suitable for the range of potential uses.
  - Development of Spatial Framework and Design Principles to facilitate regeneration.
  - Third party capital investment within the MLK site: of the order of £9m.
  - Indoor exhibition space: in excess of 10,000+ m<sup>2</sup> floorspace developed.
  - Showgrounds: 22 Ha (55 acres) continued development of Balmoral Park by RUAS.
  - Attendance at Events by the Public: in excess of 1million visits.
  - Public Footpath and Cycle Way: 800m constructed.
  - Internal Utilities: 5410m installed.
  - New Entrance and Internal Roadways: 787m constructed/upgraded.
  - Listed and Retained Buildings: Annual programme of H&S related capital works, maintenance and repairs to the former prison buildings.
  - Scheduled Monuments: Programme of H&S related capital works maintenance, and repairs to the WWII Hangars.
  - Site Security, Maintenance and Estate Management Programme: including control of invasive species and other ground works.
- 4.4 A summary assessment of the contribution of these outputs against MLKDC's statutory objects (see 1.2 above) is set out in Table 4.2 overleaf. This assessment demonstrates that MLKDC, both directly, and indirectly through its partners (RUAS, UAS and AANI), has continued to deliver against its statutory objects. However, it is recognised that the overall rate of regeneration of the site has been significantly scaled back in the absence of ministerial agreement on the way forward for the site.

**Table 4.2 Summary of MLKDC's Contribution to its Statutory Objects since 2012**

<p><i>MLKDC's statutory object is to secure the regeneration of Maze Long Kesh by:</i></p> <p><b>Main Activities &amp; Achievements:</b></p>	<p><i>Bringing land and buildings into effective use</i></p>	<p><i>Encouraging public and private investment and the development of industry and commerce</i></p>	<p><i>Creating an attractive environment</i></p>	<p><i>Ensuring that social, recreational, cultural and community facilities are available</i></p>
Ground Remediation Works	✓	✓	✓	
Spatial Framework and Design Principles	✓	✓	✓	✓
Balmoral Park Development	✓	✓	✓	✓
RUAS Events and Activities	✓	✓		✓
Air Ambulance NI Operations	✓	✓	✓	
Ulster Aviation Society Activities	✓	✓		✓
Invasive Species Control	✓	✓	✓	
Site Frontage Improvements	✓	✓	✓	✓
Access & Internal Site Works	✓	✓	✓	
Utilities & Services Upgrades	✓	✓		
Events, Activities and Meanwhile Uses	✓	✓		✓
Works to Listed Buildings & Scheduled Monuments	✓	✓	✓	✓

## 5. OBJECTIVES

5.1 The Business Plan objectives for 2020/21 have been set to enable MLKDC to fulfil its current remit, as defined by TEO. These objectives are as follows:

- *To identify and explore possible options that could help to maximise the economic, historical and reconciliation potential of the site and inform the development of a regeneration strategy, in line with the MLKDC Board's vision and concept<sup>4</sup>.*
- *To fulfil MLKDC's statutory and landowner responsibilities in relation to Health and Safety, estate management and the protection of the listed and retained buildings, and scheduled monuments, taking account of requirements relating to public access.*
- *To honour MLKDC's agreements with its tenants and occupiers<sup>5</sup>, supporting and facilitating them, as appropriate, in their activities and future planning.*
- *To ensure MLKDC fulfils its corporate responsibilities with good governance, propriety and regularity.*

5.2 These objectives also seek to contribute to the draft outcomes-based Programme for Government (PfG), as far as is practicable and achievable, within the current constrained framework within which MLKDC has to operate.

5.3 It is assumed that TEO will be content for MLKDC to operate in line with these Business Plan objectives, as has been the practice in previous years, in the absence of ministerial agreement on the way forward. MLKDC will continue to operate on that basis, unless and until otherwise instructed by TEO.

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<sup>4</sup> This reflects the absence of Ministers at the time of drafting the business plan, but the Board's aim and commitment is to secure Ministerial agreement on the way forward for MLK.

<sup>5</sup> These include, as of April 2020, RUAS, UAS and AANI.

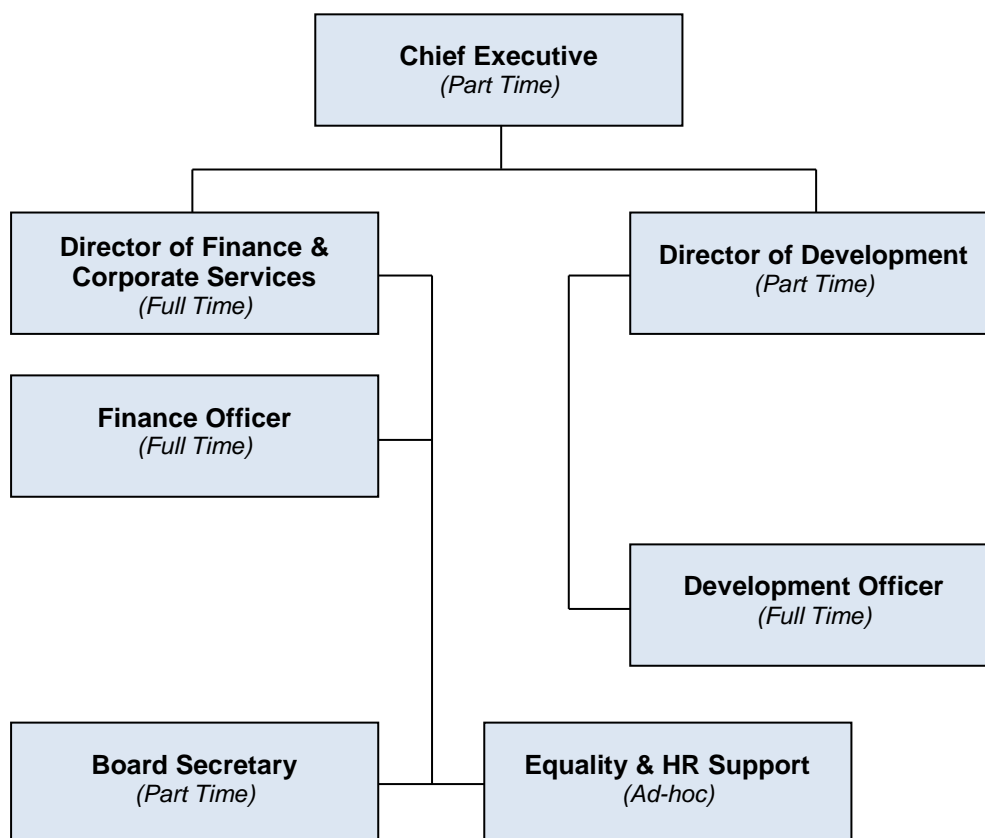
## 6. RESOURCES

6.1 Adequate staff and financial resources, applied effectively and efficiently, are essential to the successful delivery of the Business Plan objectives. This section of the Business Plan defines the resources considered appropriate to the planned level of activity. This is driven by limited budgets, however, which constrain the regeneration of MLK.

### Human Resources

6.2 The staff structure, as originally approved for MLKDC providing for 14 Full Time Equivalent (FTE) staff, is set out in Annex III. However, to reflect the current budget restrictions and the constrained scope of activity, MLKDC will be operating with a staff structure as follows:

**Figure 6.1 Staff Structure from 01 April 2020**



6.3 The above staff structure equates to approximately 5 FTE, but it is augmented by further support drawn from a number of other organisations on an 'on call' basis, as required. These include:

- CPD: project management services and technical advice;
- SIB: specialist support and advice, as appropriate; and
- LPS: property services and valuation advice.

- 6.4 This approach, combined with the use of recruitment agencies to fill vacancies on a temporary or call off basis, reduces the dependence on full time permanent staff and on consultancy support, thereby controlling costs and allowing for a more reactive and flexible team. A summary of the staff numbers from 2013/14 through to 2020/21 is attached at Annex VI.

#### **Financial Resources**

- 6.5 The financial forecasts have been prepared on the basis of the estimated resources required to deliver the Business Plan objectives within the 2020/21 financial year, taking into account the impact of Covid 19 on activities on the ground. This includes the forecasts for both capital and resource funding, as described further below.

- 6.6 **Capital:** The capital funding forecast is driven by the need to ensure that: the site is secure and fit for purpose from an H&S perspective for safe public access; and that MLKDC meets its statutory requirements and landowner responsibilities in respect of listed and retained buildings and scheduled monuments. The scope of the planned capital works comprises of, but is not limited to, the following main elements:

- H&S capital works to WW2 hangars; this includes the restoration of the hangar doors, roof and annexes and further H&S priorities as advised by CPD.
- H&S related and refurbishment works to elements of the building structures, element and fabric of the listed and retained buildings.
- Site security and H&S related works, including that required to honour our obligations to RUAS under the Development Agreement.

- 6.7 **Resource:** In the absence of an opening budget allocation for 2020/21 the opening baseline for 2019/20 has been assumed as the baseline for 2020/21 on the understanding that MLKDC will absorb pay and prices increases in year. This effectively is a real reduction of between 2% and 3%.

- 6.8 The full resource allocation is dependent on the achievement of income of £116k, which could be challenging, and any shortfall in income will be to the detriment of the internal estate management allocation of £84k – see Table 6.2 below<sup>6</sup>.

- 6.9 This level of resource budget, has been reviewed given the emergence of Covid19 and necessarily limits the scope and extent of operational and maintenance (including H&S) activities that MLKDC are funded to undertake, such that all work deemed necessary may not be able to be undertaken. MLKDC will however seek to be flexible and prioritise the allocation of the resource budget as appropriate, depending on identified needs during the course of the year. In summary, the level of resource funding reflects the following main elements:

- The running costs of MLKDC, including forward planning, business case preparation, and commissioning of specialist support from CPD, LPS and SIB, as required.
- The recommended security requirement for a site of this significance and size.
- The management and essential maintenance, repairs and H&S work for the 347 acre site and buildings, in accordance with relevant guidance.
- Compliance with statutory obligations, including H&S requirements eg legionella testing and asbestos management.

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<sup>6</sup> MLKDC's estate management budget for 2020/21 is now similar to its level of its receipts.

- 6.10 In addition to the above, MLKDC will seek to further maximise efficiencies and increase funding and income from other sources, for example, through car parking receipts, and temporary licences / meanwhile uses, in accordance with Managing Public Money NI, which confirms (at 7.11.2) that:

*When public bodies have assets which are not fully used but are to be retained, it is good practice to consider exploiting the spare capacity to generate a commercial return in the public interest. Any kind of public sector asset can and should be considered.*

### **2020/21 Resource and Capital Budgets**

- 6.11 The initial capital and resource budget allocations are summarised in Table 6.1.

**Table 6.1 Budget Summary**

<b>Budget Category</b>	<b>Element</b>	<b>Budget £ ('000s)</b>
<b>Resource</b>	Operational Expenditure	<b>1,054</b>
	Receipts	<b>(116)</b>
	Depreciation	<b>36</b>
	<b>Resource Sub-Total:</b>	<b>974</b>
<b>Capital</b>	<b>Assumed Capital Budget from TEO</b>	<b>760</b>
	<b>Total Budget 2020/21</b>	<b>1,734</b>

- 6.12 The breakdown of these budgets are set out in Tables 6.2 and 6.3 below.

**Table 6.2 2020/21 Capital Budget Breakdown**

	<b>Budget £('000s)</b>
WW2 Hangars: H&S Works	650
Listed and Retained Buildings: H&S & Essential Works	50
Site H&S and Security Works	225
<b>Total Capital Budget Requirement</b>	<b>925</b>
Less: Assumed Capital Receipts from RUAS	165
<b>Assumed Capital Budget Requirement from TEO</b>	<b>760</b>



**Table 6.3 2020/21 Resource Budget Breakdown**

	<b>Budget £('000s)</b>
<b>Operational Expenditure</b>	
Staff and Board Costs	490
Internal Services Costs	52
Professional Services	42
Estate Management	84
Communications and web development	2
Accommodation and IT Costs	82
Security	262
Capital Gains Tax (on land transfer)	40
<b>Sub-Total:</b>	<b>1,054</b>
<b>Income &amp; Recharges</b>	<b>(116)</b>
<b>Depreciation</b>	<b>36</b>
<b>Total Resource Budget including Depreciation</b>	<b>974</b>

6.13 A summary of resource and capital spend since 2013/14 through to 2020/21 is attached at Annex VI for the purposes of comparison.

## 7. ACTION PLAN

7.1 Table 7.1 below sets out the Business Plan Targets, and associated indicators for 1 April 2020 to 31 March 2021. These are further cross referenced to the Draft PFG outcomes and indicators at Annex V.

Objective	Targets	Indicators
1. To identify and explore possible options that could help to maximise the economic, historical and reconciliation potential of the site and inform the development of a regeneration strategy, in line with the MLKDC Board's vision and concept.	<p>1.1 Work with key stakeholders to further develop the Board's concept, and other potential options, that could contribute to the future development of MLK, or parts thereof.</p> <p>1.2 Liaise with stakeholders on planning, policy and development that have the potential to impact on the regeneration of MLK.</p> <p>1.3 Engage with RUAS on the development of their long term proposals for Balmoral Park.</p>	<p><i>Biannual updates to the MLKDC Board on progress.</i> <i>Presentations to MLKDC Board by stakeholders /interested parties, as appropriate.</i></p> <p><i>Quarterly Update by Director of Development.</i> <i>Stakeholder presentations to MLKDC Board, as appropriate.</i></p> <p><i>Biannual RUAS Liaison Meetings.</i> <i>Update to MLKDC Board by RUAS by 31.03.21.</i> <i>Outline opportunity to contribute to BRCD aims.</i></p>
2. To fulfil MLKDC's statutory and landowner responsibilities in relation to Health and Safety, estate management and the protection of the listed and retained buildings, and scheduled monuments, taking account of requirements relating to public access.	<p>2.1 Ensure the site is safe and suitable for public access to RUAS, UAS and AANI, including from temporary car parks on MLKDC land.</p> <p>2.2 Maintain the listed and retained buildings and scheduled monuments appropriate to their current and planned usage.</p> <p>2.3 Progress phased programme of H&amp;S capital works for WW2 Hangars, per CPD advice.</p> <p>2.4 Host regular H&amp;S Forum Meetings for tenants and contractors.</p>	<p><i>Completion of planned programme of H&amp;S and other approved works by end March 2021.</i> <i>Complete annual review of MLKDC H&amp;S Management Plan by 31.03.21.</i> <i>Complaints/ accidents / claims received during 2020/21 - measured by exception.</i></p> <p><i>Implementation of programme of works and investigations/surveys agreed with HED.</i></p> <p><i>Commencement of Phase 1 works for the WW2 Hangar Doors.</i> <i>Completion of windows restoration.</i></p> <p><i>Quarterly H&amp;S Forum Meetings - minimum of 4 during 2020/21, by 31.03.21.</i></p>



Objective	Targets	Indicators
	<p>4.3 Demonstrate that Value For Money (VFM) has been considered and reviewed.</p> <p>4.4 Comply with Section 75 legislation in respect to Equality and Disability.</p> <p>4.5 Comply with legislation in respect of GDPR, Data protection and Information management.</p>	<p><i>Completion and review of Corporate and Directorate risk registers on a regular basis. Quarterly review of the impact of COVID-19 on short terms activities</i></p> <p><i>Ensure all business cases and post project evaluations consider assessment and delivery of VFM.</i></p> <p><i>Maintain equality accreditation by screening policies and acting within Equality Scheme parameters during 2020/21.</i></p> <p><i>Complete necessary disability monitoring and training requirements.</i></p> <p><i>Ensure continued compliance with GDPR legislation and Data Protection legislation.</i></p> <p><i>Completion of annual Security Health Check by 31 March 2021.</i></p> <p><i>Respond to FOI Queries in the required timeframe during 2020/21.</i></p>

## 8. MANAGEMENT, MONITORING AND RISK

### **Management Framework**

8.1 The powers of the Corporation are set out in the 2003 SIRS Order and the relationship between TEO as the sponsoring Department and the Development Corporation is set out in the Management Statement and Financial Memorandum (MSFM). The MSFM is a key control document. The Management Statement sets out the broad framework within which the MLKDC operates, in particular it defines:

- The MLKDC's overall aim, objectives and targets in support of TEO's wider strategic aims and current Public Service Agreement (PSA);
- The rules and guidelines relevant to the exercise of the MLKDC's functions, duties and powers;
- The conditions under which any public funds are paid to the MLKDC; and
- How the MLKDC is to be held to account for its performance.

8.2 The associated Financial Memorandum sets out in greater detail certain aspects of the financial provisions which the MLKDC is required to observe, including delegated financial authorities.

8.3 The requirement for a Corporate Plan, as provided for under the MSFM, has been waived at the present time by TEO, given the current context within which MLKDC is operating. This is expected to change, should the context change.

### **The MLKDC Board**

8.4 The Board's main areas of responsibility include, but are not limited to the following:

- Establishing the vision and values of MLKDC.
- Setting strategy (subject to ministerial agreement).
- Defining the organisational structure, capability and resource requirements.
- Determining MLKDC's appetite for risk, and supervising the management of risk.
- Business planning and budgetary control including best Value for Money.
- Delegating authority to management, and monitoring and evaluating the delivery of policies and business plans.

8.5 In support of its activities, the Board currently operates with the support of the following committees:

- The Audit and Risk Assurance Committee, to provide assurance to stakeholders that MLKDC's financial and other control systems are operating effectively; and
- The Appointments and Remuneration Committee, to approve senior appointments and salaries and to scrutinise recruitment.

8.6 The Board monitors progress against the annual Business Plan, receiving reports from the management team, including expenditure achieved against annual budget, through its programme of regular Board meetings.

### **Accounting Officer**

8.7 The Chief Executive has been appointed as the Accounting Officer for MLKDC by TEO.

### **Policies**

- 8.8 MLKDC operates in accordance with the documented policies defined by the Board. The implementation of these policies means that MLKDC aims to:
- Act in accordance with the 'Section 75' equality legislation;
  - Pursue sustainable development policies;
  - Contribute to the implementation of the government's social policies, including 'Buy Social' through procurement, as advised by CPD;
  - Contribute to the objectives of the NI Executive's Asset Management Strategy;
  - Meet its obligations under the Freedom of Information Act (2000) and the Environmental Information Regulations (2004);
  - Meet its obligations in respect of Health and Safety legislation both as an employer and a land owner; and
  - Meet its obligations in respect of care of the Government Estate, complying with guidance in the Protocol for the Care of the Government Historic Estate, as far as is practicable within current constraints.

### **Procedures**

- 8.9 MLKDC has adopted procedures in keeping with the requirements of the MSFM, to ensure appropriate systems of control and governance, and to deliver best value for money for the public purse. The Corporation will act at all times within the levels of delegated authority set by the Department.

### **Management of Risk**

- 8.10 MLKDC pursues a structured approach to the management of risk in line with best practice guidance, which includes maintaining both Corporate and Directorate risk registers. This process reinforces the link between risk management and the business planning and execution processes.
- 8.11 In summary, the key strategic risks currently identified include:
- **Regeneration of MLK Site:** MLKDC is unable to secure the regeneration of the MLK site, in accordance with Articles 16(1) and 16(2)(a)-(d) of the SIRS (NI) Order 2003 within a reasonable timescale. Health & Safety: MLKDC may not be able to comply with its statutory obligation;
  - **Governance:** MLKDC fails to fully comply with its Governance Framework which includes, but is not limited to:
    - Legislation and policy including MPMNI and NIPPP;
    - TEO directions and guidance, including appointments;
    - MSFM;
    - Internal policies and procedures; and
    - Failure to live within budget allocations. Capital Funding: Capital budgets are not adequate to enable MLKDC to fulfil its obligations and responsibilities;
  - **WWII Hangars:** The WWII hangars are not maintained according to statutory duties and requirements.
  - **Funding - Resource & Capital:** MLKDC finance fail to secure and monitor the necessary budgets to facilitate business plan objectives.

- 8.12 These risks will continue to be monitored by the Board at Corporate level and the Audit and Risk Assurance Committee will continue to monitor both the Corporate and Directorate risks and registers on regular basis to ensure that they are mitigated as far as is practicable within current constraints.
- 8.13 The Chief Executive also provides TEO with an Assurance Statement on Internal Control on a quarterly basis.

## 9. ASSUMPTIONS AND DEPENDENCIES

### Assumptions

- 9.1 A number of assumptions have been made in the development of the MLKDC Business Plan, which in themselves represent risks and uncertainties that need to be managed. As noted previously, MLKDC is operating within a significantly constrained framework, particularly in relation to resources, which influence its ability to achieve both its statutory objects and business plan objectives. The issues are monitored by the Board and management team, and plans and activities will be adjusted accordingly, where required.
- 9.2 TEO establishes the level of resource available to MLKDC. In the absence of an opening budget allocation for 2020/21 the opening baseline for 2019/20 has been assumed as the baseline for 2020/21 on the understanding that MLKDC will absorb pay and prices increases in year. This effectively is a real reduction of between 2% and 3%. This level of resource budget necessarily limits the scope and extent of operational and maintenance activities (including H&S) that MLKDC are funded to undertake, such that all necessary work may not be undertaken. MLKDC will however seek to be flexible and prioritise the allocation of the resource budget as far as it practically can, depending on identified needs during the course of the year.
- 9.3 The capital budget from TEO has been based on the assumption that the development agreement with RUAS will be satisfied to the extent that it will allow for the transfer of circa twelve acres to RAUS and generate a capital receipt in budget terms of £165k.
- 9.4 Notwithstanding the above, MLKDC is tasked by TEO to fulfil its statutory obligations, including with respect to H&S. CPD has identified a programme of essential H&S works for the WW2 hangars, concluding in its most recent report (June 2017) that:
- 'The longer the building remains without repairs being carried out the greater the risk that a failure will occur. It is therefore imperative that repairs are programmed without delay in the interests of public safety.'*
- 9.5 It is also assumed that lockdown measures responding to the COVID-19 pandemic, including social distancing and other restrictions on business activities, will be relaxed during the course of this business planning period in time to enable MLKDC to deliver against the business plan objectives.

### Dependencies

- 9.6 The successful regeneration of MLK is dependent on political agreement on the way forward, in the absence of which, this Business Plan can only deliver minimal incremental progress towards that goal. Even achieving that is dependent on some level of acceptance of the activities set out in this Plan.
- 9.7 MLKDC is currently operating with minimal staff resources, a number of whom are working for MLKDC part time, undertaking other duties elsewhere. The ability of MLKDC to deliver on its Business Plan objectives is dependent on its ability to retain the core team.



**ANNEX I BOARD MEMBERSHIP<sup>1</sup>**

<b>MEMBER</b>	<b>ROLE</b>	<b>INITIAL APPOINTMENT<sup>2,3</sup></b>
<b>Mr Terence Brannigan</b>	Chairman	September 2012
<b>Mr Jack Gallagher</b>	Non-Executive Board Member	September 2012
<b>Prof Tony Gallagher</b>	Non-Executive Board Member	September 2012
<b>Mr Maurice Kinhead</b>	Non-Executive Board Member	September 2012
<b>Mr Ciaran Mackel</b>	Non-Executive Board Member	September 2012
<b>Mr Duncan McCausland</b>	Non-Executive Board Member	September 2012
<b>Mr Joe O'Donnell</b>	Non-Executive Board Member	September 2012
<b>Dr Conor Patterson</b>	Non-Executive Board Member	September 2012

*Notes:*

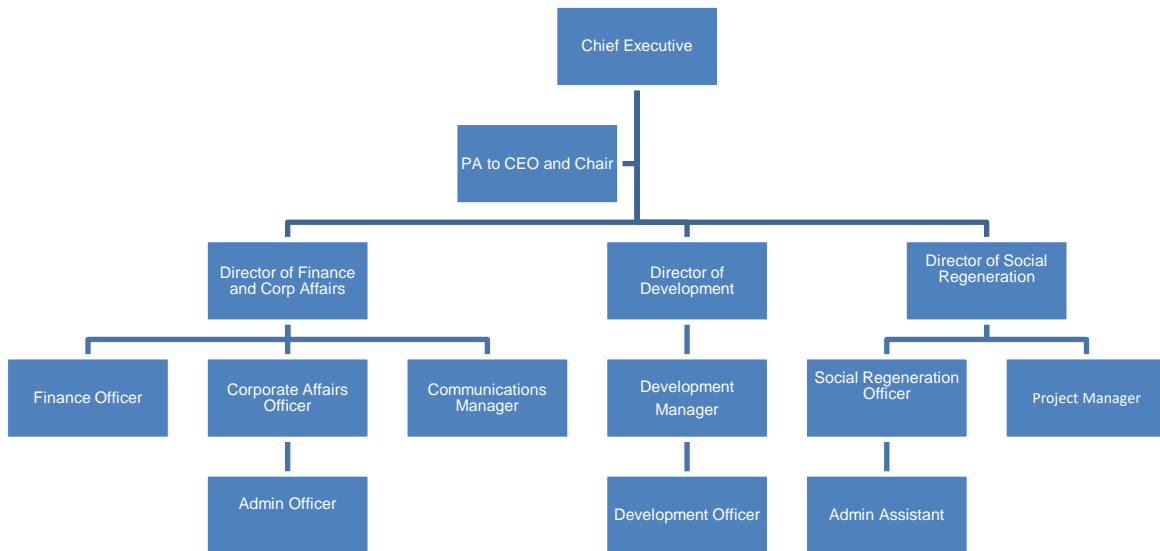
- 1 *Membership of the MLKDC Board, as of 31 March 2020.*
- 2 *Board members' terms of office expire on 9 March 2021.*
- 3 *There are currently three vacant Board positions, which date from June 2013, August 2017 and September 2018. Steps to fill these vacancies are the responsibility of TEO.*

**ANNEX II BUSINESS PLAN STATUS SUMMARY**

<b>Business Plan</b>	<b>Status</b>	<b>Comment</b>
2012/13 Business Plan	Approved	Ministerial approval confirmed (25.03.13).
2013/14 Business Plan	Draft – No ministerial approval received.	Approval received from OFMDFM (now TEO) for spend in period.
2014/15 Business Plan	Approved	Ministerial approval confirmed (02.04.15).
2015/16 Business Plan	Approved	Ministerial approval confirmed (12.02.16).
2016/17 Business Plan	Draft	TEO authority received to operate in line with Business Plan objectives (05.04.16).
2017/18 Business Plan	Agreed	Formally agreed by TEO (02.03.18).
2018/19 Business Plan	Approved	TEO Departmental Board approval confirmed (20.04.18).
2019/20 Business Plan	Approved	TEO Departmental Board approval confirmed (5.07.19).

**ANNEX III APPROVED STAFF STRUCTURE**

III.1 The staff structure, as originally approved for MLKDC in September 2010, provides for 14 Full Time Equivalent (FTE) staff and is as follows:



**ANNEX IV MLKDC STATUTORY OBJECTS AND PFG OUTCOMES**

**MLKDC Statutory Objects mapped to Pfg Outcomes and Indicators**

Statutory Object:	PFG Outcome	Pfg Indicator
To secure the regeneration of the MLKDC Site by:		
<p><b>1.</b> Bringing land and buildings into effective use.</p>	<p>PFG1: We prosper through a strong, competitive, regionally balanced economy.</p> <p>PFG 2: We live and work sustainably – protecting the environment.</p> <p>PFG9: We are a shared welcoming and confident society that respects diversity.</p>	<p>Employment rate by Council Area</p> <p>Biodiversity (% of protected area under favourable management)</p> <p>% of the population who believe their cultural identity is respected by society.</p>
<p><b>2.</b> Encouraging public and private investment and the development of industry and commerce.</p>	<p>PFG1: We prosper through a strong, competitive, regionally balanced economy.</p> <p>PFG6: We have more people working in better jobs.</p> <p>PFG10: We have created a place where people want to live and work, to visit and invest.</p>	<p>Employment rate by Council Area</p> <p>Economic inactivity rate</p> <p>Total spend by external visitors.</p> <p>% of the population who believe their cultural identity is respected by society.</p>
<p><b>3.</b> Creating an attractive environment.</p>	<p>PFG9: Being a shared welcoming and confident society that respects diversity.</p> <p>PFG10: Creating a place where people want to live and work, to visit and invest.</p>	<p>% of the population who believe their cultural identity is respected by society.</p> <p>Total spend by external visitors.</p>
<p><b>4.</b> Ensuring that social, recreational, cultural and community facilities are available.</p>	<p>PFG9: Being a shared welcoming and confident society that respects diversity.</p> <p>PFG10: Creating a place where people want to live and work, to visit and invest.</p>	<p>% of the population who believe their cultural identity is respected by society.</p> <p>Total spend by external visitors.</p> <p>% of the population who believe their cultural identity is respected by society.</p>

**ANNEX V: BUSINESS PLAN OBJECTIVES AND ACTIVITIES MAPPED TO PFG OUTCOMES AND INDICATORS**

Business Plan Objective	Associated Activity	Associated Pfg Outcome	Pfg Indicator
<p>1 To identify and explore possible options that could help to maximise the economic, historical and reconciliation potential of the site and inform the development of a regeneration strategy, in line with the MLKDC Board's vision and concept.</p>	<p>Engagement with stakeholders to develop possible options that would maximise the potential of the site and help inform decisions on the way forward for the MLK site.</p>	<p>PFG1: We prosper through a strong, competitive regionally balanced economy.</p> <p>PFG5: We are an innovative, creative society, where people can fulfil their potential</p> <p>PFG 9: We are a shared, welcoming and confident society that respects diversity.</p>	<p><i>Employment rate by council area</i></p> <p><i>% engaging in arts/cultural activities</i></p> <p><i>% the population who believe their cultural identity is respected by society</i></p>

Business Plan Objective	Associated Activity	Associated PfG Outcome	PfG Indicator
<p>2. To fulfil MLKDC's statutory and landowner responsibilities in relation to Health and Safety, estate management and the protection of the listed and retained buildings, and scheduled monuments, taking account of requirements relating to public access.</p>	<p>Site Maintenance works and associated activities, including:</p> <p>Conservation and management of listed and retained buildings and scheduled monuments.</p> <p>Control of invasive species</p> <p>Essential health and safety works</p> <p>Ongoing maintenance etc.</p>	<p>PFG2: We live and work sustainably – protecting the environment.</p> <p>PFG1: We prosper through a strong, competitive regionally balanced economy.</p> <p>PFG9: We are a shared, welcoming and confident society that respects diversity.</p>	<p><i>Bio diversity (% of protected area under favourable management)</i></p> <p><i>Employment rate by council area</i></p> <p><i>% the population who believe their cultural identity is respected by society</i></p>

Business Plan Objective	Associated Activity	Associated PfG Outcome	PfG Indicator
3. To honour MLKDC's agreements with its tenants and occupiers, supporting and facilitating them, as appropriate, in their activities and future planning.	Working with RUAS, UAS and AANI and other stakeholders in relation to the planning and management of the Balmoral show and other events.  Site maintenance works and essential Health and Safety works.	PFG1: We prosper through a strong, competitive regionally balanced economy.  PFG4: We enjoy long, healthy active lives.  PFG5: We are an innovative creative society, where people can fulfil their potential  PFG 9: We are a shared, welcoming and confident society that respects diversity.  PFG10: We create a place where people want to live and work, to visit and invest.	<i>Employment by council area</i> <i>External sales</i>  <i>Preventable mortality</i>  <i>% engaging in arts/cultural activities</i>  <i>% the population who believe their cultural identity is respected by society</i>  <i>Total spend by external visitor</i>
4. To ensure MLKDC fulfils its corporate responsibilities with good governance, propriety and regularity.	Governance and internal controls, and building confidence with external stakeholders.	PFG7: We have a safe community, where we respect the law, and each other.  PFG 9: We are a shared, welcoming and confident society that respects diversity.	<i>% the population who believe their cultural identity is respected by society</i>

**ANNEX VI: LONG TERM TRENDS**

