

**Maze Long Kesh Development Corporation Board**  
**d Meeting No. 5 – 15 February 2013 10:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ciaran Mackel (CM);; Ken Clelland (KC);; Jack Gallagher (JG);; Duncan McCausland (DM);; Maurice Kinkead (MK);; Tony Gallagher (TG)

**Staff:**

Kyle Alexander (KA);; Alison Stafford (AS);; Neil McIvor (NM);; Mary McKee (MM);; Ian Spence (IS -- Secretary)

**In Attendance:** Stuart Cairns (SC) – Agenda Item 5.07

**5.1 Welcome**

TB welcomed everyone and advised that Stuart Cairns (SIB Associate Advisor) would make a presentation to the Board on the development partner procurement process at agenda item 5.07.

**5.2 Apologies**

Paul Stewart;; Conor Patterson;; Terri Scott;; Joe O'Donnell

**5.3 Declarations / Conflicts of Interest**

KC declared a potential conflict as his son had submitted an application for the PbCRC Project Manager post and said he would withdraw if this topic arose during the course of the meeting.

TB also indicated a potential conflict of interest which he explained later in the meeting. See agenda item 5.05.

DM said he had updated his register of interests.

#### 5.4 Minutes of the Last Meeting

Minutes of the last meeting held on 18 December 2012 were approved. It was confirmed that the traffic monitoring cameras would be linked into the Road Services traffic monitoring network. (Proposed by KC, seconded by DM)

#### 5.5 Matters Arising

Action on Matters Arising was noted by the Board.

AP1 – Despite several requests being made, no response from Coca-Cola. **AP1 – TB to make contact with Coca-Cola.**

AP2 – Closing date for interest from Civil Servants to be an independent member of the Audit Committee was 15 February 2013. DM had agreed to act as chair. **AP2 – AS to send out a request to Board members for the name of any member willing to serve on the Audit Committee.**

AP3 – TB met with Alastair Hamilton (Invest NI) on 5 March 2013. Alastair briefed TB on Invest NI activity especially around their five Competency Centres. The next two will be on the agri-food industry and Life Sciences with MLK being a potential location. This linked to interest from an end user in establishing a European R&D facility. The Chairman said that at the Life Sciences competency centre could present a potential conflict for him given his other business interests. TB content that Invest NI was keen to play a positive role in supporting MLK.

KA said that he had met with the Chief Executive of Agri-Food & Bioscience Institute (AFBI) who was interested in potentially relocating to MLK.

AP6 – Legal support secured for present and reviewing longer term options.

AP10 – TB to develop performance criteria and arrange individual meetings with each board member. **AP3 – TB to contact Board members to arrange individual meetings.**

#### 5.6 Chairman's Business

The Chairman provided details of meetings he had attended over the previous period. These included:

- Teresa Villiers Secretary of State -- Site visit where she was supportive and positive.
- 14/01/13 Aidie Bird (Resurgam) – Useful in understanding respective positions.
- 16/01/13 OFMDFM Committee – Presentation on the vision followed by tour of site.

- 30 & 31 January 2013 EU Peace Conference Brussels -- Interest in and significance of NI. European Peace Network being established with the PbCRC as a lead member of this network with formal discussions now being planned.

TB acknowledged that MLK needed to inform the wider business community of the potential of the site but this must be within the agreed procurement process. KC expressed concern that the names of potential investors were already circulating within the business community.

DM said that MLK needed to be in a position to respond to any media interest following the Chair and CEO visit to the USA. **AP4 – KA to ask Carol Magill (communications support) to draft potential media responses.** Carol Magill will make a presentation at the March Board meeting.

- 12/02/13 TB and KA met with design consultants to procure material for USA trip including an App. which was available for download.
- 13/02/13 Meeting with RUAS (John Bamber and Colin McDonald). RUAS keen to complete contract negotiations. Discussion around delivery timeframe for RUAS plans. Further meeting of legal teams scheduled for end of February 2013.
- 14/02/13 Finlay Spratt Prison Officers Association who was generally supportive.

## 5.7 Development Partner Procurement

The Chairman welcomed Stuart Cairns (SC) who took the Board through the various options available to the Development Corporation based on a number of working assumptions. The various options were explored in detail. SC stressed that the key to a successful outcome was pre-procurement preparation and clearly defined criterion. The Board also required a clear understanding of all the key stakeholders within the decision making process. **AP 5 – AS to draft a paper for the Chairman to identify the delegated authority of the MLKDC in this process.**

The Board agreed that the Competitive Dialogue option best suited MLK (Proposed by KC seconded by JG) and by way of a Joint Venture Vehicle (Proposed by DM seconded by KC). **AP6 – SC to forward his discussion paper to Board members and provide the names of potential partners in GB who have experience of Joint Venture Vehicles.**

**AP7 – AS to investigate the possible impact on the MLKDC balance sheet of transferring the land and entering into a joint venture with a development partner.**

**AP8 – The MLKDC executive team to start working up the development partner award criteria.**

TB thanked SC for his input and advice.

**5.8 Chief Executive's Report**

The Chief Executive presented his report. On the land transfer KA said that the solicitors had some work still to complete therefore the formal acknowledgement of the legal transfer would now be included in March's board papers.

KC again expressed his concerns about giving briefings to the Irish Department of Foreign Affairs (IDFA). It was stressed that any briefing would be solely on the PbCRC. The Board approved the Chairman briefing the IDFA subject to the approval of OFMDFM (Proposed by MK, seconded by TG). KC recorded his opposition to this proposal.

The Board noted the Chief Executive's report.

**5.9 Director of Finance and Corporate Services Report**

The Director of Finance and Corporate Services presented her report. AS confirmed her confidence in the Development Corporation's ability to spend its capital budget allocation for the year.

The Board approved the facilitation of the request for resource funding from OFMDFM to the extent of £0.015m. (Proposed by CM, seconded by DM)

The Board noted the content of this report.

**5.10 Health and Safety Report**

The Board noted this report.

**5.11 Committee Updates**

The Board noted the various committee updates. DM pointed out that any Direct Award Contract would initially be brought before the Board and then monitored by the Audit Committee.

**5.12 Corporate Plan**

KA referred to the 'working draft' of the Corporate Plan that had been produced following the Board away day and invited feedback from the Board members. The amended plan will be presented at the March Board meeting for approval. DM suggested that the issue of motorway links and delivery timetable needed to be highlighted in the plan.

TB said that he had met with Brenda Hale (MLA Lisburn) on the issue of a motorway link to the site. It was understood that Lisburn City Council (LCC) was keen to see the Knockmore Link Road built. It was agreed that the Development Corporation work with LCC to establish a strategic way forward.

KC wanted to re-consider the option of an early link to the city bound lane of the motorway as previously advocated by JG. **AP9 – NM to draft a paper (cost / delivery / timescale / statutory authority) for presentation to the Board considering access to the MLK site from the city bound lane of the motorway.**

#### **5.13 Risk Register**

KA presented the risk register. The Board agreed to formally review the register every six months. The Executive Team to report new risks or escalations on a monthly basis. The Board approved the risk register. (Proposed by DM, seconded by CM)  
The Board was advised that the RUAS hoped to have a draft of their event management plan available very shortly. DM offered his services in reviewing this.

#### **5.14 Provision of Further Electricity Supply**

NM presented this paper. The Board approved that the Director of Development proceeded to seek departmental and DFP approval to an addendum to the original business case relating to electricity supply to OFMDFM and subject to such approval, approved the expenditure of £115.2k on further provision of electricity supply. (Proposed by KC, seconded by DM) **AP10 – NM to check if MLKDC will be required to pay rent on the electricity substation.**

#### **5.15 Date of Next Meeting 15 March 2013**

The date for the next meeting was agreed commencing at 10:00am.

**d Meeting No. 6 – 15 March 2013 10:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ciaran Mackel (CM);; Ken Clelland (KC);; Jack Gallagher (JG);; Maurice Kinkead (MK);; Duncan McCausland (DM);; Joe O'Donnell (JO);; Terri Scott (TS)

**Staff:**

Kyle Alexander (KA);; Mary McKee (MM);; Alison Stafford (AS);; Carol Magill (CMA);; Ian Spence (IS -- Secretary)

**6.1 Welcome**

TB welcomed Carol Magill (Strategic Investment Board) who had joined the Executive team as communications support.

**6.2 Apologies**

Tony Gallagher;; Conor Patterson;; Paul Stewart;; Neil McIvor

**6.3 Declarations / Conflicts of Interest**

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

**6.4 Minutes of the Last Meeting**

TS advised that she did not receive her copy of Board papers. **AP1 – AS to investigate a secure IT platform for the transfer of Board papers.**

Minutes of the meeting held on 15 February 2013 were approved. (Proposed by KC, seconded by CM)

**6.5 Matters Arising**

Action on Matters Arising was noted by the Board. C

M agreed to sit on the Audit Committee.

**AP2 – Chairman to contact Board members to arrange individual performance meetings.**

The Board agreed that in an agreement with a development partner, the land would be leased to them on a long lease and remain on the MLK Balance Sheet. (Proposed by

- KC seconded by JG) **AP3** .
- **AS to draft a paper detailing the financial impacts of transferring the land and entering into a joint venture with a development partner.**
  - AP4 – AS to draft a paper summarising the authority of the Board.**
  - AP5** .
  - **NM to confirm position regarding payment for entrance in electricity substation.**

## 6.6 Chairman's Business

The Chairman provided details of meetings he had attended over the previous month.

These included:

- Simon Hamilton (MLA)
- 19/02/13 – Presentation to Ministers on PbCRC. It was proposed that the governance vehicle would be a charitable company, with initially the Board acting as trustees and TB chairing. Ministers would have final sign off on content of the interpretative element. The next step was a review of the Stage 3 Report by the PbCRC Committee who would make recommendations to the Board. **AP6 – MM to arrange an early meeting of the PBCRC Committee.**
- CBI meeting and tour of site. Other business groups have expressed interest in visiting site.
- Texas Visit – Included a range of meetings and discussions with prospective investors and end users.

Chairman and Chief Executive stressed their availability to meet with all potential development partners as part of an ongoing promotion of the development opportunity to local and international interests.

## 6.7 Draft Corporate Plan

KA 'walked' the Board through the draft Corporate Plan with members providing input especially on the need for contextualisation around the MLK 'Values'. It was agreed that SEUPB monies be included as a separate table in the budget figures. The Board approved that the draft Corporate Plan be finalised by the Chief Executive and submitted to Ministers for approval. (Proposed by CM, seconded by DM)

During the discussion on the draft Corporate Plan, the Board and Chairman agreed that for future Board meetings, 'Reserved Matters' would be a standing agenda item, with any business under this being notified to the Chairman in advance of the

upcoming Board meeting. (Proposed by DM, seconded by TS) **AP7 – Include Reserved Matters as a standing agenda item for future Board meetings.**

**AP8 – Confirm the authority of the MLKDC to set its own paycales.**

## **6.8 Draft Communications Strategy and Plan**

CMA took the Board through her presentation and gave members a copy of a draft PR Plan running through to the end of May 2013. Various marketing brochures had been produced using the interim branding. **AP9 – CMA to send the Business to Business brochure as a Drop Box to the Board.** TB confirmed that the Board had previously agreed to the use of the interim brand but now needed to move to a more permanent brand. **AP10 – Design Ethos to make a presentation to the Board on the rationale behind the interim brand.**

**AP11 – Start the process to procure design agency support.**

TS expressed concern that there was no MLK website or at least a holding page. CMA said she was in the process of obtaining Northern Ireland Civil Service agreement to set up a dedicated MLK website. This was to be progressed urgently **AP12 – Set up an interim MLK web site.**

An on-site launch of the MLK 'From Peace to Prosperity' vision and development plan to media and key stakeholders was planned for April 2013. **AP13 – Inform Board of the media launch.**

CMA advised that MLKDC would have a presence in the NI Executive marquee at the Balmoral Show which guaranteed significant footfall.

At this point the agenda was taken out of sequence to ensure that decisions could be taken with a quorum of Board members present.

## **6.9**

### **Addendum for Additional Spend to New Site Entrance (Agenda Item 6.14)**

Concerns were expressed by the Board that approval was being sought for a significant increase in the project cost and why this was only being brought before the Board at this stage. It was understood that the new entrance was to have been finished by the end of February 2013. The Board was also concerned in case the contractor was claiming additional costs above that tendered and that allowance had not been made for Roads Service requiring additional work. KA pointed out that the additional funding was for additional works that had been identified during the course of the works and not cost over-

- runs. Value for money was being achieved as a Central Procurement Directorate Measured Term Contractor was used and was paid by fixed rates as set out under this contract. KA also stated that the process required business case



approval at an early stage of the project and was based on the best estimates available at that time. When additional works were identified approval for additional cost was then sought thus ensuring controls on expenditure were in place throughout the project. In recognition of the urgency of this work the Board approved the addendum of the additional spend subject to utilisation of the contingency already included in the original business case. (Proposed by KC, seconded by JG)

In order to provide the Board with assurance on the robustness of the process followed on this and future projects the matter was referred to the Audit Committee to undertake a review of the process. **AP14 – Refer the approvals process for expenditure on the new entrance business case to the Audit Committee.**

#### 6.10

**Provision of Surveys for Roads Infrastructure Delivery (Agenda Item 6.13) AP15 – Chief Executive to approve Ecology Survey expenditure as it was within his delegated limit.**

**AP16 –** - submit Provision of Surveys for Road Infrastructure Delivery at next Board meeting.

#### 6.11 Chief Executive's Report (Agenda Item 6.09)

The Chief Executive presented his report.

As ownership of the site had been transferred from OFMDFM to the Development Corporation on the basis of a Memorandum of Understanding, departmental solicitors had now asked that the transfer be formally and specifically recorded in the Board minutes as follows:

**“That the Board acknowledge the receipt of the legal transfer of the land and buildings at MLK.”**

DM said that he along with NM had meet with RUAS to review their traffic management planning for the Balmoral Show and was re-assured that their plans were significantly robust. KC was aware that around 200 potential exhibitors had been advised by RUAS that there was no available space at the show. Consideration should be given to working with RUAS to facilitate these additional exhibitors.

The Board noted the Chief Executive's report.

#### 6.12 Director of Finance and Corporate Services Report (Agenda Item 6.10)

The Director of Finance and Corporate Services presented her report. AS confirmed

that the Development Corporation would meet both its capital and resource budget for

the year. MLKDC was unable to use the Northern Ireland Civil Service call off contract for travel bookings. Instead quotes were obtained from a number of travel agents and the cheapest used.

DM and TG met with the external auditors to plan the audit programme for the next three years.

The Board noted the content of this report.

**6.13 Health and Safety Report (Agenda Item 6.11)**

The Board noted this report.

**6.14 Date of Next Meeting 19 April 2013**

The date for the next meeting was agreed commencing at 10:00am.

**AP17 – Advise Board of the names of the successful candidates in the Project Manager competitions.**

**AP18 – Entrance Slip Roads paper to be brought to next Board meeting.**

**Maze Long Kesh Development Corporation**

**Board Meeting No. 7 – 19 April 10:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ken Clelland (KC);; Jack Gallagher (JG);; Tony Gallagher (TG);; Maurice Kinkead (MK);; Duncan McCausland (DM);; Conor Patterson (CP)

**Staff:**

Kyle Alexander (KA);; Neil McIvor (NM);; Alison Stafford (AS)  
;; Ian Spence (IS -- Secretary)

**7.1 Welcome**

TB said that a short tour of the site to show members the progress to date was planned for later in the day.

**7.2 Apologies**

Ciaran Mackel;; Joe O'Donnell;; Terri Scott;; Paul Stewart

**7.3 Declarations / Conflicts of Interest**

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

**7.4 Minutes of the Last Meeting**

Minutes of the meeting held on 15 March 2013 were approved. (Proposed by DM, seconded by KC)

**7.5 Matters Arising**

Action on Matters Arising was noted by the Board.

OFMDFM approval was required where the Development Corporation transferred assets. Land & Property Services would value land transactions. **AP1 – CEO and the Director of Finance & Corporate Services to meet with OFMDFM/DFP to agree arrangements in relation to transferring land to a development partner.**

**AP2 – Arrange for Tim Losty (OFMDFM) to attend a future Board meeting to discuss a list of Board issues.**

NM confirmed that the current electricity substation was needed for the RUAS site and was one of a number of substations that would be required across the site. NIE had confirmed that there was no rental charge to MLKDC.

KA confirmed that the full MLKDC website would include contact details for all key personnel.

The Board was advised that a workshop with the Organisation for Economic Development & Co-Operation (OECD) was scheduled during their visit from 20 – 22 May. This would provide the opportunity to review the role and responsibilities of the Board and also the Executive Team.

## **7.6 Chairman's Business**

The Chairman provided details of meetings he had attended over the previous month. These included:

- Representatives of developers interested in future development opportunities;;
- Wesley Emmet (SIB) regarding recruitment of key MLKDC personnel;;
- Presentation by the Health & Prosperity Task and Finish Group;;
- OECD;;
- Local land owner with substantial land bank adjacent to MLK;;
- DUP delegation.

Upcoming media launch would allow the MLKDC to provide further background and context on the development of the site. **AP3 – Draw up a 'Lines to Take' for the Board for the media launch on 24 April 2013.**

## **7.7 Reserved Matters**

No business under this agenda item.

## **7.8 Annual Business Plan 2013/14**

KA took the Board through the draft plan and confirmed that progress against targets would be reported on monthly.

The Board authorised the CEO to finalise the Annual Business Plan for submission to OFMDFM. (Proposed by KC, seconded by JG)

## 7.9 Spatial Framework

NM highlighted the amendments made to the Spatial Framework and said that consideration was being given to engaging the services of a transport specialist. KA referred to comments received from CM prior to the meeting. **AP4 – CEO and Director of Development to meet with Ciaran Mackel to follow up his comments on the Spatial Framework.**

The Board approved the Spatial Framework and the Next Steps outlined in the report. (Proposed by JG, seconded by DM)

## 7.10 RUAS Development Agreement

Gregor Hamilton (GH) (SIB Legal Advisor) joined the meeting and explained the basis of the development agreement with the RUAS. The three key elements of the agreement were;;

- (a) Temporary Licence;;
- (b) Development of 55 acre site;; (
- c) Option for a further 10 acres.

Any sub-  
- letting of the land by RUAS would have to be referred to the MLKDC Board for approval.

TB said that in his and KA's discussions with RUAS, their CEO had agreed in principle to a single development partner covering the whole site. The invite to the market could include potential involvement in development opportunities within the RUAS demise. This would be explored further with RUAS in advance of completion of the development agreement.

GH confirmed that the Social Clauses which are a key element under the Programme for Government would be included in the agreement and that the associated costs would fall to the RUAS.

The Board authorised the Executive team to move to complete the Development Agreement with RUAS subject to further consideration and endorsement by the Development Committee as appropriate. (Proposed by JG, seconded by CP)

## 7.11 Chief Executive's Report

The Chief Executive presented his report. As previously reported, OECD will meet with the Board at a workshop on 21 May (11:00 – 15:00). As part of the review of our approach, two elements that OECD could help with were identifying;;

- (a) The key things that make an agency successful and (
- b) The tools needed for economic development.

The Board noted the Chief Executive's report.

#### **7.12 Director of Finance and Corporate Services Report**

The Director of Finance and Corporate Services presented her report. AS said that the IT option for the secure delivery of protectively marked papers was to provide members with a secure laptop. **AP5 – Board members to confirm their preferred method of delivery of Board papers.**

DM said that the Audit Committee had been given the names of three potential candidates willing to act as an independent Committee member. The three candidates had differing audit experience and DM recommended to the Board that a panel be created to draw from as required. This recommendation was accepted.

The Board approved the additional Business E'Banking users. (Proposed by DM, seconded CP)

#### **7.13 Provision of Surveys for Roads Infrastructure Delivery**

NM presented this paper and said that he was liaising with local land owners regarding these surveys. The Board suggested that it would be useful to be aware of land purchases within the area. The Board approved the expenditure of £199k to allow the Roads Infrastructure survey work to proceed. (Proposed by DM, seconded by KC)

#### **7.14 Health and Safety Report**

The Board noted this report.

#### **7.15 Tractor Pulling Proposal**

NM presented this paper. **AP6 – The MLK Events Policy to be presented for approval at a future Board meeting.**

The Board approved this interim use on a designated area of the reserve lands, in principle, under a three year interim licence agreement, subject to negotiation of appropriate terms and conditions by the MLKDC Development Team and subject to Ministerial approval for event activity. (Proposed by KC, seconded by DM)

#### **7.16 AOB**

NM confirmed that the RUAS had advised that the road traffic monitoring cameras would be in place for the Balmoral Show. The RUAS plans for the Balmoral Show appeared to be robust but were the subject of ongoing discussion and scrutiny.

The Board placed on record their appreciation of work of the Director of Finance & Corporate Services.

**Maze Long Kesh Development Corporation Board**

**d Meeting No. 8 – 17 May 9.15am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ken Clelland (KC);; Jack Gallagher (JG);; Tony Gallagher (TG);; Du  
ncan McCausland (DM);; Conor Patterson (CP);; Joe O'Donnell (JO);  
;Terri Scott (TS);; Ciaran Mackel (CM)

**Staff:** Kyle Alexander (KA);; Neil Mclvor (NM);; Alison Stafford  
(AS) (Secretary)

**8.1 Welcome**

TB advised that Kyle Cromie (Design Ethos) and Carol Magill would make a presentation to the Board on the development of the MLKDC brand at agenda item 8.11.

**8.2 Apologies**

Maurice Kinkead and Paul Stewart

**8.3 Declarations / Conflicts of Interest**

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

**8.4 Minutes of the Last Meeting**

Minutes of the meeting held on 19 April 2013 were approved. (Proposed by TG, seconded by DM)

**8.5 Matters Arising**

Action on Matters Arising was noted by the Board.



CM requested that outstanding matters arising from previous meetings should be included on current matters arising log. **AP1** -

- **Include previous incomplete matters arising on current log.**

## 8.6 Chairman's Business

TB acknowledged and commended the work that had been done by the MLKDC team in contribution to the successful delivery of the RUAS Balmoral Show. KC also commended the PSNI for their work at the various road junctions. These sentiments were supported by the Board. **AP2** -

- **PSNI to be formally thanked for their contribution to the success of the event.**

The Chairman provided details of meetings he had attended over the previous month. These included:

- Launch of the Vision for the Development Corporation;;
- Richard Pengelly (DRD) Colin McDonald (RUAS) Translink and Neil McIvor regarding the transport plan for the Balmoral Show;;
- Edwin Poots (Health Minister) regarding the Health and Prosperity agenda, **AP3 - Recommendations of the Task and Finish Group to be circulated to the Board.**
- CBI;;
- Hugh McCaughey, South Eastern Health and Social Care Trust.

The Chairman advised that he felt it appropriate to cancel the OFMDFM Committee briefing scheduled for the first day of the Balmoral Show in order for him to support the Executive team during the first day of the Show, and regretted that this was done at short notice. The briefing has been rearranged for 29 May 2013. TS requested that a calendar of Board Business be produced for Board Members. **AP4** -

- **A calendar of Board business be produced for future Board meetings**

## 8.7 Reserved Matters

No business under this agenda item.

## 8.8 Chief Executive's Report

The Chief Executive presented his report and advised the Board that he had hosted a number of DUP visits to the site during which he had outlined our vision. CM suggested that similar visits for other political parties and interest groups could be organised as

part of the broader outreach and engagement process. **AP5** -  
- **Organise meetings with key decision makers and interest groups.** **AP6** -  
- **Explore with OFMDFM opportunities in respect of G8.** As previously reported, OECD will meet with the Board at a workshop on 21 May (11:00 – 15:00). NM advised the Board that the RUAS wanted more time to submit their development plans;; he would seek legal advice and report back to the Development Committee. **AP7** -  
- **NM to seek legal advice on the requested extended time frame for production and implementation of the development plans by RUAS.**

The Board noted the Chief Executive's report.

### **8.9 Director of Finance and Corporate Services Report**

The Director of Finance and Corporate Services presented her report and the additional budget requirement of £1.544m. AS outlined that we had two further opportunities to bid for funding throughout the financial year. The Board agreed that we would bid for £1m resource funding in this monitoring round. (Proposed by KC seconded by JG)

The summary of the risk register was discussed and KA highlighted the risk of proceeding to Invitation to Tender stage on the PbCRC without political agreement on aspects such as access, exhibition and marketing. **AP8** -  
- **Add new risk of future development partner departing from the Corporation's vision for the site.** The Board requested an update on staff numbers and structure be included in this report going forward. **AP9** -  
- **AS to include staff numbers and changes in the body of the Director of Finance and Corporate Services Report.**

### **8.10 Committee Updates**

The committee updates paper was noted and the recommendation made at 8.10.4.1 was approved. (Proposed by KC Seconded by CM) Recommendation at 8.10.4.2 was approved with a change to the wording to read "After fully considering and investigating the options concerning the delivery of a temporary slip road to the site from the M1 motorway it was not considered viable given the level of nugatory spend and insufficient reduction in timescales. On this basis it is recommended that the Board do not pursue this further" (Proposed by CM, Seconded by JD)

### **8.11 Communications and Marketing Report**

CM presented her report. Kyle Cromie (Design Ethos) was invited to make his presentation on the development of the MLKDC Brand. The Board noted this report and approved the use of the brand, however it was recognised that the brand did require some further refinement. (Proposed by KC Seconded by DM) The Board recommended that we move to protect the brand as it currently exists. (Proposed by DM Seconded by KC) **AP10** -

- **CM to take forward the protection of the MLKDC brand.**

### **8.12 Equality Scheme**

AS presented this paper and the Board agreed that members would feedback issues or concerns to AS. The Equality Scheme was approved in principal subject to feedback. (Proposed by DM, Seconded by CP)

### **8.13 Events Strategy and Policy**

NM presented this paper and the Board agreed it in principal subject to feed back being addressed.

- Prospective event organisers indicate how they would meet our strategic objectives
- A deposit is paid to MLKDC
- Proof-- of-- funds is provided
- Provide bank details and letter from bank indicating their financial standing
- Legal, license and liability issues are addressed
- Opportunity for lessons learned to be incorporated

### **8.14 Health & Safety Report**

The Board noted this report

**Maze Long Kesh Development Corporation Board**

**Meeting No. 9 – 21 June 10:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ken Clelland (KC);; Jack Gallagher (JG);; Tony Gallagher (TG);; Maurice Kinkead (MK);; Duncan McCausland (DM);; Conor Patterson (CP);; Ciaran Mackel (CM)

**Staff:**

Kyle Alexander (KA);; Neil McIvor (NM);; Alison Stafford (AS)  
;; Ian Spence (IS -- Secretary)

**9.1 Welcome**

TB advised that OFMDFM Special Advisors (SPADs) and Officials would join the meeting for agenda item 9.10 at 11:00am. TB informed the Board that Paul Stewart had resigned from the Board and wished to record his thanks to Paul for his contribution. **AP1 – Chairman to write to Paul Stewart thanking him for his contribution to the Board.**

**9.2 Apologies**

Joe O'Donnell and Terri Scott

**9.3 Declarations / Conflicts of Interest**

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

#### **9.4 Minutes of the Last Meeting**

Minutes of the meeting held on 17 May 2013 were approved. (Proposed by TG, seconded by CM)

#### **9.5 Matters Arising**

Action on Matters Arising, including uncleared matters arising from previous meetings, was noted by the Board. **AP2 -- Write to RUAS requesting a formal de-briefing on the Balmoral Show and the number of visitors / receipts.**

#### **9.6 Discussion with OFMDFM Special Advisors & Officials (Agenda Item 9.10)**

The Chairman welcomed OFMDFM Special Advisors (SPADs) Emma Little and Dara O'Hagan and Officials Mark Browne and Tim Losty to the meeting. The SPADs on behalf of ministers, thanked the Chair and Board for work to date. TB acknowledged the support from First and deputy First Minister. A wide range of issues were raised by the Board which if resolved would enable the Development Corporation to deliver on its objectives at a faster pace. Frustrations were noted and shared by both the Board and the department. TB said that the Development Corporation would be submitting a paper on the PbCRC (four strands) way forward, to the SPADs within the next week. **AP3 – Paper on PbCRC to be sent to SPADs week commencing 24 June.**

Among the issues discussed were:

- PbCRC paper;;
- Fast tracking budget approvals;;
- What constituted 'Professional Services'?
- Road Infrastructure approval;;
- Outline Business Case approval;;
- MLKDC roll in upcoming investment conference;;
- Ministerial support for locating key assets at MLK;;
- Ability to retain receipts;;
- Approval of resource funding bid;;
- Enterprise Zones;;
- 'One Stop Shop' approval process;;
- Board member replacement;;
- Regular meetings between Board and SPADs. **AP4 – Regular engagement meetings between Board and SPADs to be arranged.**

The Chairman and Chief Executive Officer raised the issue of increasing the delegated limits of the Development Corporation which both agreed would ease business case progression. **AP5 – Write to OFMDFM setting out the agreements reached and outstanding issues following the Board meeting.**

**AP6**

**- Invite Lisburn City Council to nominate an observer to attend MLKDC Board meetings.**

**9.7 Procurement of Professional Services (Agenda Item 9.11)**

NM presented his paper and confirmed that it included sufficient bias and that a business case for the capital funding on the link road would come before the Board at a later date. In addition, a business case for design and capital spend on the motorway slip roads would come before the Board at a future date. The Board approved the Director of Development proceeded with the procurement of the Professional Services Team for preparation of the planning application for the A101 Link, at an estimated cost of £240k with no tolerance attached to this approval. Email approval received from Terri Scott. (Proposed by JG, seconded by MK)

**9.8 Community Zone Development Proposals (Agenda Item 9.12)**

NM presented his paper and confirmed that the Development Corporation would retain freehold ownership of the land. Lisburn City Council would be developing the multi use games area. A development agreement would set out the responsibilities etc. The proposals included supported increasing the size of the community hall and consideration to now be given to bringing this support forward. **AP7 – Confirm size of the proposed Multi Use Games area in the Community Zone.** The business case for the Community Zone would be brought before the Board at the August meeting. **AP8 – Present the Community Zone business case at the August Board meeting.** The Board supported the Community Zone proposal in principle on the basis that the social economy model was to be given priority to create sustainable economic benefit and real employment for the community of west Lisburn and that provision of support to the social economy project was also given to help promote early delivery. The Board approved that the Director of Development proceeds to complete the business case and submit for Board approval. Email approval received from Terri Scott. (Proposed by CP, seconded by JG)

#### **9.9 Equality Scheme and Action Point (Agenda Item 9.13)**

AS presented her paper. The Board approved the Equality Scheme and Action Plan as attached at Appendix D and the proposed approach to the consultation process. (Proposed by CP, seconded by DM)

#### **9.10 Health & Safety Report (Agenda Item 9.14)**

The Board noted this paper.

#### **9.11 Chairman's Business (Agenda Item 9.06)**

TB informed the Board that he had 32 meetings relating to MLKDC business over the last month and reported on some of the key meetings. These included:

- Organisation for Economic Cooperation and Development (OECD);;
- OFMDFM Committee;;
- Edwin Poots Health Minister;;
- Mark Browne OFMDFM;;
- PbCRC Reference Group;;
- First Minister and representatives of the Orange Order's murdered brethren;;
- New York visit.

The Chairman acknowledged the need to formally engage with the minister at the Department of Enterprise, Trade and Investment. **AP9 – Start formal discussions with the Department of Enterprise, Trade and Investment minister. AP10 – Liaise with OFMDFM to ensure MLK is showcased at the investment conference in October 2013.**

#### **9.12 Reserved Matters (Agenda Item 9.07)**

No business under this agenda item.

#### **9.13 Chief Executive's Report (Agenda Item 9.08)**

The Chief Executive presented his report and updated the Board on the current position on the signing of the development agreement with the RUAS.

KA pointed out the issues around access and the exhibition element of the PbCRC which needed to be resolved by early July to facilitate moving to the next stage in the process.

As the CEO would not be available on 20 September, it was agreed that the September Board meeting was moved to Monday 30 September, which also coincided with the

visit of OECD. **AP11 – Advise Board of the revised date of the September Board meeting.**

The Board noted the Chief Executive's report.

#### **9.14 Director of Finance and Corporate Services Report (Agenda Item 9.09)**

The Director of Finance and Corporate Services confirmed to the Board that she was not aware of any outstanding MLKDC budgetary information that OFMDFM officials were waiting for, as referred to at agenda item 9.06.

AS presented her report and was pleased to announce that the SAGE accounting system was now 'live'.

DM asked when the business case for the capital spend on the refurbishment of the hangars would be before the Board for approval. AS said that this business case had already been forwarded to OFMDFM. This was in line with the approval given at the December 2012 Board meeting. The business case would then be presented at the August Board meeting before it proceeds to DFP. AS confirmed that the PbCRC project bank account when set up, would be under the management and control of the Director of Finance & Corporate Services.

#### **9.15 AOB**

TB confirmed that the Board were content for the PbCRC Committee to oversee the detail on this project. **AP12** .

**· Board to be kept apprised of discussions with OFMDFM on PbCRC.**



**Maze Long Kesh Development Corporation Board**

**Meeting No. 10 – 16 August 10:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ken Clelland (KC);; Jack Gallagher (JG);; Tony Gallagher (TG);; Maurice Kinkead (MK);; Duncan McCausland (DM);; Ciaran Mackel (CM);; Joe O'Donnell (JO);; Terri Scott (TS)

**Staff:**

Kyle Alexander (KA);; Neil McIvor (NM);; Alison Stafford (AS);; Ian Spence (IS -- Secretary)

**10.1 Welcome**

TB welcomed everyone and said that the agenda would be taken out of sequence to ensure matters for approval were considered whilst allowing sufficient time to discuss the recent development on the PBCRC.

**10.2 Apologies**

Conor Patterson

Jack Gallagher missed the start of meeting due to attendance at a funeral.

**10.3 Declarations / Conflicts of Interest**

DM informed the Board that he had been appointed as a member of the Strategic Investment Board.

**10.4 Minutes of the Last Meeting**

Minutes of the meeting held on 21 June 2013 were approved. (Proposed by CM, seconded by KC)

**10.5 World War II Hangars (Agenda Item 10.10)**

NM presented his paper and confirmed that he was content with the indicative costs in the business case. The Board approved in principle, subject to the clarification on the PbCRC;;

- A) The business case preferred option of expenditure of £6.99m.
- B) To proceed to seek Departmental and DFP I approval of this business case.

(Proposed by KC, seconded by DM)

**10.6 Site Levelling and Landscape Works (Agenda Item 10.12)**

NM presented his paper and confirmed that he was content with the indicative costs in the business case. The Board approved in principle subject to clarification on the PbCRC, the proposal and level of spend estimated at £417,600. (Proposed by KC, seconded by TS)

**10.7 Halftown Road Frontage Improvements (Agenda Item 10.13)**

NM presented his paper and confirmed that he was content with the indicative costs and the level of optimum bias in the business case. The Board queried the level of CPD fees. **AP1 – NM to confirm level of CPD fees on the Halftown Road Frontage Improvements business case.** The Board approved in principle subject to clarification on the PbCRC, the business case for the Halftown Road Frontage Improvements at an estimated cost of £397,797. (Proposed by KC, seconded by DM)

**10.8 Director of Finance & Corporate Services Report (Agenda Item 10.09)**

AS presented her report. KA explained the rationale for submitting a bid for capital funding under the 'Together Building a United Community' initiative in respect of the Community Zone and Trails projects. The Board approved the proposed bids and easements as follows:

- A) October Monitoring Resource bid £0.341m and Capital easement £1.383m.
- B) Capital bid for £4.405m in respect of the Community Zone and Trails projects for the Together Building a United Community initiative.

(Proposed by KC, seconded by TS)

**AP2 – AS to review the risk register given the current issue on the PbCRC.**

**10.9 Matters Arising (Agenda Item 10.05)**

Action on Matters Arising, including incomplete matters arising from previous meetings, was noted by the Board.

AP10.05.1 – Complete

AP10.05.2 – The Board expressed concern around the lack of firm attendance figures at the Balmoral Show especially given the potential H&S issue of overcrowding. **AP3 - KA to write again to RUAS asking for numbers attending the Balmoral Show . AP4 – NM to raise H&S concerns around Balmoral Show attendance figures at de-- briefing with RUAS.**

AP10.05.5 Chairman raised the lack of progress with Special Advisors on 13 August.

AP10.05.6 Letter sent to CEO Lisburn City Council regarding a representative of Council attending Board meetings as an observer and suggesting Council and Corporation enter into a formal partnership arrangement.

AP10.05.9 Board agreed that its strategic approach was to use the maximum land block available to lever private sector investment at MLK. **AP5 – KA to respond to InvestNI declining for strategic reasons, their request for land at MLK.** AP10.05.10 Chairman has written to OFMDFM asking that MLK is showcased at the upcoming investment conference.

4.06.13 -- Meeting with Sinclair Stockman re-scheduled for September 2013. **AP6 – NM to explore the possibility of installing WiFi technology across MLK site.**

#### **10.10 Health & Safety Report (Agenda Item 10.14)**

The Board noted this paper.

#### **10.11 Enabling Roads Infrastructure (Agenda Item 10.11)**

NM presented his paper and said that a final sense check of figures would be carried out with Roads Service. The Board acknowledged the quality of the work on this paper. KA said the Board would be presented with the business case for approval before the next Board meeting. **AP7 – NM to seek Board approval for the Enabling Road Infrastructure business case by correspondence.**

#### **10.12 Reserved Matters (Agenda 10.07)**

No business under this agenda item.

### 10.13 Chief Executive's Report (Agenda Item 10.08)

KA presented his report. The Board voiced concerns about the lack of progress on the issues raised with the OFMDFM Officials and Special Advisors at the Board meeting on 21 June. The Board wanted confirmation of a transparent and accountable process for dealing with such issues. **AP8 – KA to ask for definitive responses by a specific date from OFMDFM Officials on issues raised at the Board meeting on 21 June. AP9 – AS to place OECD draft report on SharePoint.**

#### Communications & Marketing

The Board strongly expressed their disappointment and frustration at the Corporation's failure to get across positive messages and highlight the successes and work done by the Corporation especially with the stakeholder groups. It was acknowledged that to date there had been constraints on a more pro-active approach by the Corporation and that until Departmental approval was received to recruit a permanent Director of Communications there was a limited communications resource within the executive team. Notwithstanding this, the Board felt that an opportunity had been lost and that the Corporation now needed to have more autonomy on communications. In addition the Corporation required a cutting edge marketing / public relations strategy. KA suggested some immediate measures to address these issues as follows;;

- 1) Secure an interim communications / marketing resource through a procurement process.
- 2) Press for early approval of the MLKDC staff plan by OFMDFM (enabling recruitment of a permanent Communications Director).
- 3) Press for sufficient funding from OFMDFM for the above staffing.
- 4) Autonomy on MLKDC communications.
- 5) Establish a Board Communications Committee to provide oversight and advise the Board on these matters.

KC, TG, TS and CM agreed to sit on the Communications Committee with KC acting as the Chair. This committee was to meet as soon as possible. **AP10 AS to arrange an early meeting of the Communications Committee. AP11 – AS to draft Terms of Reference for the Communications Committee.**

### 10.14 Chairman's Business (Agenda Item 10.06)

The Chairman reported that the PbCRC Committee had meet earlier in the day and discussed the statement issued by Peter Robinson to the DUP MLAs, MPs and MEP. The Committee's recommendation to the Board was that an urgent meeting with the First Minister and deputy First Minister be sought to obtain further clarification. **AP12 - Chairman to write to Ministers requesting urgent clarification on the PbCRC.**

The Board also discussed potential wider implications for the development of the whole site but members agreed that it was unwise to speculate without further clarification and legal opinion. KA advised the Board that media requests had been received seeking the Board response to the statement. The Board agreed a short statement to be issued through the Chair stating that the Board were seeking urgent clarification from Ministers on the statement. **AP13 – KA to issue Board statement to the media in response to the issue on PbCRC.** It was also agreed that the CEO advise the staff of the Board response. **AP14 – KA to advise staff of the Board response to the issue on the PbCRC**

**Maze Long Kesh Development Corporation Board**  
**rd Meeting No. 11 – 30 September 2013 09:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ken Cleland (KC);; Jack Gallagher (JG);; Maurice Kinkead (MK);; Du  
ncan McCausland (DM);; Ciaran Mackel (CM);; Joe O'Donnell (JO);;  
Conor Patterson (CP);; Terri Scott (TS)

**Staff:**

Kyle Alexander (KA);; David McCavery (DMcCav);; Neil McIvor (NM);;  
Alison Stafford (AS);; Ian Spence (IS -- Secretary)

**11.1 Welcome**

TB welcomed David McCavery Interim Director of Communications and said that the officials from the Organisation for Economic Co-operation and Development (OECD) would join the meeting later in the morning.

**11.2 Apologies**

Tony Gallagher

**11.3 Declarations / Conflicts of Interest**

The Chairman advised the Board of his connection with a health sciences company which may give rise to a conflict of interest in the future.

DM suggested the establishment of a book for the Chair and Board to record their attendance at meetings where matters relating to the MLKDC site are discussed. **AP1 – Put in place a process to record Chair and Board Member attendance at meetings.**

**11.4 Minutes of the Last Meeting**

Minutes of the meeting held on 16 August 2013 were approved. (Proposed by CM, seconded by KC)

## 11.5 Matters Arising

Action on Matters Arising, including incomplete matters arising from previous meetings, was noted by the Board.

AP11.05.3 Figures not yet received.

AP11.05.4 Expect to know date for meeting with RUAS by Friday 4 October 2013. AP

11.05.5 The Chief Executive wrote to InvestNI declining their request for land but offering to work in partnership. KA confirmed that MLKDC had not yet been invited to take part in the forthcoming international investment conference organised by InvestNI.

**AP2 -**

**- Discuss participation in the forthcoming international investment conference with InvestNI Chairman.**

AP11.05.6 Eircom to survey site. **AP3 – WiFi to be operational on site as soon as practical.**

AP11.05.8 Meeting with OFMDFM officials scheduled for week commencing 30 September.

## 11.6 Chairman's Business

TB said he had written to Ministers seeking clarification on the situation with the PbCRC following the Board meeting on 16 August and had been assured of a meeting. He had met with OFMDFM Special Advisors (SPADs) and officials but had not received any further direction or clarity. The Chairman also referred to the legal opinion from the Strategic Investment Board.

KA pointed out that Non Departmental Public Bodies such as MLKDC operated on the basis that their approved Corporate / Business Plans was the implied authority to spend money. As MLKDC's Plans had not yet been agreed, the Corporation could not assume they had authority to spend money. This was confirmed by advice received from the Treasury Officer of Accounts. KA proposed to submit a revised action plan to OFMDFM and seek the necessary approval. **AP4 – Refer this situation to the Audit Committee for consideration at their meeting on 4 October.**

DM said that the Corporation needed agreement from OFMDFM officials to ensure that certain running costs could continue to be paid.

KA said that the current situation would afford the team the opportunity to consolidate and put itself in a strong position once further clarification was received. He also confirmed that he had written to Mark Browne OFMDFM Accounting Office for guidance on this issue. Mark Browne had now responded to say that only expenditure on site security and health & safety should be considered pending approval of plans.

Various views were expressed with an acknowledgement that Ministers needed time and space to work through the current situation though a timeframe would be welcome. With the PbCRC and RUAS developments stalled, the task of securing private investment was much more difficult. The Board also recognised its responsibility to the executive team.

The Board agreed to that it could only move forward, after it had clarity from Ministers and direction from the Department regarding expenditure on projects. **AP5 – Submit an addendum to the 2013/14 Business Plan.**

TB reported that he and the Chief Executive had a very positive meeting with the Minister for Regional Development and would be following up on the meeting. The Chair, KC and the Chief Executive had also met with the DHSS&PS Permanent Secretary in relation to the 'Living Lab' proposals which again were very positive. **AP6 – Write to DHSS&PS Permanent Secretary thanking him for his support.**

#### **11.7 Reserved Matters**

No business under this agenda item.

#### **11.8 Chief Executive's Report**

KA presented his report.

Given the current situation, the temporary licence with the RUAS would continue to be rolled forward as the Corporation was not yet in a position to sign the development agreement. TB was meeting with Colin McDonald on 7 October.

Special European Union Projects Board (SEUPB) had asked Mark Browne to confirm that the MLKDC could meet their funding conditions. As a result it was likely that the SEUPB funding offer for the PbCRC would be withdrawn.



### 11.9 Director of Finance & Corporate Services Report

AS presented her report.

The Board agreed to:

- A. Consider further capital easements as a late October monitoring submission s  
subject to the response from OFMDFM officials on the 2013/14 Business Plan A  
ddendum.
- B. Approve Sonya Breslin as a business e'banking user. (Proposed by KC, seconded  
by TS)

### 11.10 OECD Report

The Chairman welcomed Debra Mountford, Greg Clark and Mike Emmerich from OECD and thanked them for their draft report.

Greg and Mike offered their view of the merits of enterprise zones centres and the value of these in relation to the future development of the MLK site. They outlined some of the development challenges that lay ahead for the Corporation and how these might be tackled.

Mike also suggested working up some scenarios / modelling on the different futures for the site with independent data to support these. Experience showed that these could prove a very useful influencing tool.

After a short question and answer session, TB on behalf of the Board, thanked the OECD officials for their support and input to date. Debra Mountford assured the Board of OECD's continuing interest and support.

### 11.11 Communications Committee

KA presented this paper.

The Board agreed that paragraph 2.2 should include a reference to the MLKDC vision and values. **AP7 – Amend TORs to include a reference to the MLKDC 'vision and values'.**

The Board approved the TORs of the Communication Committee. (Proposed by CM, seconded by JO)

KC raised a concern around individual Board members speaking to the media. It was agreed that only the Chairman was authorised to speak on behalf of the Board. However this did not preclude individual Board members correcting inaccurate stories.

**AP8 – Draw up a protocol covering Board members speaking to the media.**

TB reminded the Board of the need for confidentiality in relation to Board matters and that any breaches would be dealt with by the Board.

#### **11.12 Risk Register**

AS presented this paper.

The Board reviewed and approved the risk register. (Approved by CM, seconded by DM)

#### **11.13 Committee Updates**

Where appropriate the chairs of the various committees gave updates to the Board.

TB pointed out that the last PbCRC meeting was held on 16 August.

DMcCav provided his early analysis of the current state of the Corporation's communications and gave a brief overview of the work he was doing to progress matters. **AP9 – Send out an e-link to the Daniel Libeskind broadcast. AP10 – Send out the Communications Director's Board briefing note.**

The Board approved the use of SharePoint for the distribution of committee papers but paper copies also to be sent out. (Approved by TS, seconded by KC)

#### **11.14 Health & Safety Report**

The Board noted this paper.

#### **11.15 Enabling Roads Infrastructure**

NM presented this paper.

The Board approved the business case in principle and the progression of the case to OFMDFM and DFP. (Approved by CM, seconded by TS)

TB reminded all of the commercial sensitivity of this paper.

**Maze Long Kesh Development Corporation Board**

**Meeting No. 12 – 18 October 2013 10:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ken Cleland (KC);; Jack Gallagher (JG);; Tony Gallagher (TG);  
; Duncan McCausland (DM);; Joe O'Donnell (JO);; Conor Patterson (CP)  
;; Terri Scott (TS)

**Staff:**

Kyle Alexander (KA);; Neil McIvor (NM);; Alison Stafford  
(AS);; Ian Spence (IS -- Secretary)

**12.1 Welcome**

TB welcomed all to the meeting and said he would take agenda item 12.10, 2013/14 Business Plan Addendum, immediately after Chairman's Business.

**12.2 Apologies**

Maurice Kinkead;; Ciaran Mackel;; David McCavery

**12.3 Declarations / Conflicts of Interest**

No conflicts of interest were recorded in respect of the agenda for the meeting.

**12.4 Minutes of the 30 September 2013 Board**

Minutes of the meeting held on 30 September 2013 were approved. (Proposed by DM, seconded by KC)

**12.5 Matters Arising**

Action on Matters Arising, including incomplete matters arising from previous meetings, was noted by the Board.

AP6 – The Chairman advised that he had written to thank the DHSS&PS Permanent Secretary.

## **12.6 Chairman's Business**

TB reported that he had separately met with the First Minister (FM) and the deputy First Minister (dFM). FM had asked the Chair to progress the signing of the development agreement with the RUAS and dFM was content for this to happen. Both were complementary regarding the conduct of the Board especially over the last number of weeks. TB had expressed the Corporation's willingness to be involved in whatever process was decided on to seek a consensus on the PbCRC.

The Chair also reported on his and the CEO's positive meeting with Meghan O'Sullivan, a key member of the Richard Haass talks team. The Board was keen to see a positive outcome from the involvement of the Haass team. The Board agreed that the Chair invite Richard Haass to visit the site and to meet with the Board. (Proposed by DM, seconded by KC) **AP1 – Write to Meghan O'Sullivan thanking her and invite Richard Haass to visit the site and meet with Board.**

## **12.7 2013/14 Business Plan Addendum (Agenda Item 12.10)**

KA presented his paper and set out the background of no Ministerial approval of the Corporate Plan, 2013/14 Business Plan or the Spatial Framework. The 2013/14 Business Plan Addendum was an attempt to obtain ministerial approval for a revised scope of work in the current situation and provide the necessary authority for the resultant expenditure. It focused on three areas:

- a) Developing strategic thinking;;
- b) Fulfilling site responsibilities on maintenance, H&S and security;;
- c) Consolidation.

The NI Audit Office endorsed this approach.

Following discussion the Board approved the addendum to the draft Business Plan for 2013/14 and that departmental / ministerial approval was urgently sought. (Proposed by KC, seconded by JG)

## **12.8 Reserved Matters**

No business under this agenda item.

## **12.9 Chief Executive's Report**

KA presented his report.

The position with regard to the Lisburn City Council observer had not yet been clarified.

**AP2**

**Raise the position of the Lisburn City Council observer to the Board with Ministers.**

The RUAS development agreement had been signed on behalf of the Corporation and was with the RUAS for signature. The RUAS had expressed a concern around the timeframe for development given the current situation. This concern was dealt with by way of a side letter to the development agreement. The Board had previously approved the signing of the development agreement by email correspondence and now formally moved to unanimously approve the signing and sealing of the agreement.

Work on the PbCRC had been completed to a defined stage and would now be put on hold until further clarification was received from Ministers. The Board queried if the design architects would charge should the contract be terminated. **AP3 – Confirm that McAdam Design and CPD would not charge should the PbCRC contract be terminated.**

#### **12.10 Director of Finance & Corporate Services Report**

AS presented her report.

AS was not confident that the additional resource funding that was bid for in the October monitoring round would be received. As a precaution, revised spending plans were being considered.

The bid for funding under the 'Together Building a United Community' had not been successful therefore the Community Zone business case would be presented to the Board in November. **AP4 – Community Zone business case to be presented to the Board at the November Board meeting.**

KA pointed out that the Roads Infrastructure business case was with the Department and had not yet been approved. Urgent progress was needed on this business case if timeframes were to be met. **AP5 – Raise the need for an early decision on the Roads Infrastructure business case with Ministers.**

AS reported very few responses to date on the Equality Scheme and said that any received before the closing date of 21 October would be incorporated into the scheme where appropriate. The Board approved this approach to the review and submission of the Equality Scheme and Disability Action Plan. (Proposed by TG, seconded by JG) KC placed on record his thanks to AS and the Finance Team for the quality of their work.

#### **12.11 Update on Communications Strategy**

KA presented this paper and said that the Communications Strategy would be brought to the Board in November. **AP6 – Present the Communications Strategy at the November Board meeting.**

KC placed on record the work of David McCavery and his team on the strategy to date.

#### **12.12 Review of Management Statement & Financial Memorandum (MSFM)**

AS presented this paper and pointed out that the significant change was at paragraph 83 in the Financial Memorandum with the inclusion of the need to obtain OFMDFM and DFP approval prior to disposing of assets. KA said that the principle to dispose of assets without Departmental approval had been established in another development agency. The Board noted this and also expressed its unhappiness at the levels of delegation. After further deliberation the Board agreed to advise OFMDFM that it would not approve the revised MSFM pending a review of these two issues. (Proposed by JG, seconded by KC) **AP7 – Advise OFMDFM that the Board would not approve the revised MSFM pending a review of the need for Departmental approval prior to the disposal of assets and the levels of delegation.**

#### **12.13 Anti-- Fraud & Whistle Blowing Policies**

AS presented this paper and said that these policies had been amended to reflect comments from Internal Audit and the NI Audit Office. The Board approved the Anti-- Fraud and Whistle Blowing policies. (Approved by JO, seconded by TG)

#### **12.14 Health & Safety Report**

The Board noted this paper.

#### **12.15 AOB – Board Effectiveness**

TB said that it was an opportune time to review the effectiveness of the Board and had asked TS to devise a methodology to do this. TS said that she had adopted a questionnaire that had been used on another board and would issue this to the Board members for completion. The results would be compiled and presented at the November board meeting. The Executive Senior Management Team was also asked to complete the questionnaire. The methodology and approach was agreed by the Board. (Proposed by TG, seconded by JO)

**AP8 – Send the Board and Executive SMT the email link to the Effectiveness questionnaire.**

**AP9 – Board members and the Executive SMT to complete the Effectiveness questionnaire.**

**AP10 – Collate responses to the Effectiveness questionnaire and present findings at the November board meeting.**

**Maze Long Kesh Development Corporation Board**  
**d Meeting No. 13 – 15 November 2013 10:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ken Cleland (KC);; Jack Gallagher (JG);; Tony Gallagher (TG);  
; Maurice Kinkead (MK);; Duncan McCausland (DM);; Ciaran Mackel  
(CM);; Joe O'Donnell (JO);; Conor Patterson (CP);; Terri Scott (TS)

**Staff:**

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

**13.1 Welcome**

TB welcomed all to the meeting and said that Colette Kane Northern Ireland Audit Office (NIAO) would join the meeting for agenda item 13.10 around 11:30am.

**13.2 Apologies**

None

**13.3 Conflicts of Interest**

No conflicts of interest were recorded in respect of the agenda for the meeting.

**13.4 Minutes of the 18 October 2013 Board Meeting**

Minutes of the meeting held on 18 October 2013 were approved. (Proposed by TG, seconded by TS)



### **13.5 Matters Arising**

Action on Matters Arising was noted by the Board with Action Points 1;; 2;; 5 and 8 now completed. Action Points 9 and 10 were ongoing. On Action Point 7 – Amendments to the Management Statement & Financial Memorandum (MSFM), AS advised that she was still waiting for a formal reply in respect of her correspondence to OFMDFM regarding the MSFM. **AP1 – AS to clarify with OFMDFM, conditions for review of delegations on receipt of formal response to correspondence in respect of the MSFM.**

### **13.6 Chairman's Business**

TB informed the meeting that Richard Haass had agreed to visit the site as a follow up to Meghan O'Sullivan's visit. . **AP2 – TB to agree date and arrangements for Richard Haass visit. AP3 - KA to put Powerpoint presentation on Sharepoint.**

TB said that he had met separately with the First Minister and the deputy First Minister. What had been proposed as a draft addendum to the 2013/14 Business Plan has been re-positioned and presented to Ministers as a Short-Term Business Plan to cover the necessary approvals for the remainder of the year. It was also pointed out to Ministers that approval for expenditure incurred by the Development Corporation was required to cover the period from 1 April 2013 to date. This had been followed up with a letter from KA to Mark Browne (OFMDFM) on 11 November 2013. The Board commended and recorded their thanks to KA and his team for the analysis and guidance they had provided on this issue.

TB reported that he had met with a number of interested parties who had expressed a desire to establish research and development facilities at MLK.

TB and KA also met with Mark H. Durkin, Minister for the Environment and discussed planning matters relating to the site.

### **13.7 Reserved Matters**

There was no business under this agenda item.

### 13.8 Chief Executive's Report

KA presented his report.

KA said that he would be meeting with his Senior Management Team within the next week to ensure that only expenditure on H&S, security and site maintenance was being planned until approval of the Short-- Term Business Plan was received.

KA explained that the Halftown Road Frontage project was a H&S imperative arising from traffic generated by the Balmoral Show. Subject to confirmation that OFMDFM was content, the Board approved the progressing and implementation of the Halftown Road Frontage project. (Proposed by DM, seconded by TS)

KA informed the Board that the Director of Development had been invited to sit on an advisory board of UK Trade & Investment.

CM pointed out the value of having a narrative of the MLK site. **AP4 – DMcCav to meet with CM to review requirement for a Maze Long Kesh site narrative.**

### 13.9 Risk Management Policy (Agenda Item 13.10)

Colette Kane NIAO joined the meeting and gave Board members a copy of the NIAO's 'Good Practice in Risk Management' publication which the Development Corporation should be adhering to. Risk management was part of the Development Corporation's delegated authority. Specific points that Colette drew attention to included:

- The need for the Board to decide its 'Risk Appetite';;
- Carrying out 'Horizon Scanning';;
- Underpinning risk assessment with honesty;;
- Understanding risk management roles.

Colette also stressed the need to carry out a Fraud Risk Assessment. **AP5 – AS to undertake a fraud risk assessment.** TB thanked Colette for her guidance.

DM as Chair of the Audit Committee recommended the Risk Management Policy to the Board. The Board approved the Risk Management policy. (Proposed by TS, seconded by CM)

### **13.10 Director of Finance & Corporate Services Report**

AS presented her report.

AS advised that the Development Corporation's resource bid in October monitoring had only been successful to the extent of £0.036m for depreciation. AS had been advised that OFMDFM did not submit the resource bid in the October monitoring round as OFMDFM would try to fund the bid out of its own budget. **AP6 – TB to discuss with OFMDFM, their rationale for not submitting the MLKDC October monitoring bid.**

The Board approved the proposed bids and easements as follows;;

- Resource Bid £0.170m;;
- Capital easement £2.700m.

(Proposed by TG, seconded by JG)

### **13.11 Communications Strategy**

DMcCav presented this paper.

The Board acknowledged the work and progress by DMcCav and Thomas McCaffery on this draft strategy. As it was 'work in progress' it would continue to be considered as a draft strategy.

The Board approved the draft Communications Strategy thereby enabling the Communications Team to proceed with the further development and implementation of keys aspects of the strategy. (Proposed TG, seconded by DM)

### **13.12 Community Zone Development Proposals**

NM presented this paper.

The Board was keen to ensure that optimum use was made of the space and facilities available in the social economy building. KA confirmed that options could be considered in the business case for this building. The Executive Team would support Resurgam in considering this. In relation to Resurgam's plans for a youth facility / hostel it was confirmed that this was separate from the community zone proposal. There was nothing to stop Resurgem working up a business case and bringing this to the Development Corporation for consideration.

The Board approved in principle the MLKDC element of spend in the sum of £1,895,359 and instructed the Director of Development to proceed and submit the Community Zone Business Case to OFMDFM / DFP. (Proposed by KC, seconded by JG)

#### **13.13 Site Clearance Works**

NM presented this paper.

KA detailed the rationale for this expenditure falling within the scope of the maintenance budget and within the remit given by the OFMDFM Accounting Officer in his letter of 30 September 2013. After further discussion it was decided, in the current circumstances, to inform OFMDFM of the proposed works. **AP7 – KA to advise OFMDFM of the site clearance works.**

The Board approved the level of spend estimated at £359,158 and instructed the Director of Development to proceed to commence work on the project as soon as possible, subject to standard procurement procedures. (Proposed by KC, seconded by JG)

#### **13.14 Update on Original Business Plan Targets and Actions**

AS presented this paper.

The Board asked that in future, where a target or action was shown as 'Ongoing' the actual progress made to date was reflected. **AP8 – AS to amend subsequent business plan targets and actions reports to reflect progress achieved where they were ongoing.**

#### **13.15 Health & Safety Report**

The Board noted this paper.

**Maze Long Kesh Development Corporation Board**  
**Meeting No. 14 – 20 December 2013 10:00am**

**Maze Long Kesh Boardroom**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:**

Ken Cleland (KC);; Jack Gallagher (JG);; Maurice Kinkead (MK);; Duncan McCausland (DM);; Ciaran Mackel (CM);; Joe O'Donnell (JO);; Connor Patterson (CP);;

**Staff:**

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

**14.1 Welcome**

TB welcomed all to the meeting and said that the Board would join the staff for lunch following the meeting.

**14.2 Apologies**

Terri Scott;; Tony Gallagher

**14.3 Conflicts of Interest**

No conflicts of interest were recorded in respect of the agenda for the meeting.

**14.4 Annual Report and Accounts**

DM as chair of the Audit Committee presented the Annual Report and Accounts for agreement of the Board. The Northern Ireland Audit Office in paragraph 9 of their report, had recommended to the Comptroller & Audit General that he certify the 2011--12 and the 2012-

- 13 financial statements with unqualified audit opinions. There were a number of recommendations but these were all being actioned / adopted by the Corporation.

TB commended the Audit Committee, KA, AS and the Finance Team for their work in achieving this report. The Annual Report and Accounts were accepted by the Board. (Proposed by KC, seconded by CM)

#### **14.5 Minutes of the 15 November 2013 Board Meeting**

Minutes of the meeting held on 15 November 2013 were approved. (Proposed by JO, seconded by KC)

#### **14.6 Matters Arising**

Actions on Matters Arising were noted by the Board.

AP5 – Fraud Risk Assessment would be completed by 10 January 2014.

AP6 – TB had asked for a meeting with OFMDFM but had no response to date.

AP 13.05.09 – Complete

AP 13.05.10 – Complete

#### **14.7 Chairman's Business**

TB said that he and KA had met with Dr. Richard Haass at the MLK site. The arrangements for the visit had been determined by Dr. Haass and so there was no opportunity for the full Board to meet with Dr. Haass.

#### **14.8 Reserved Matters**

There was no business under this agenda item.

#### **14.9 Chief Executive's Report**

KA presented his report.

KA referred to the letter dated 9 December from Mark Browne and in particular the comments in paragraphs 3 and 4. This was the necessary cover for expenditure from 1 April 2013 to 30 September 2013 and for the remainder of the year to 31 March 2014 as long as the Corporation abided by the criteria set out in paragraph 4. The Northern Ireland Audit office had confirmed it was content with this approach.

KA pointed out that the 2014/15 Business Plan was due with the Department by February 2014 which would be a 'maintenance only' plan in the current situation. As Accounting Officer, KA advised the Board that it would need to consider if it was able to fulfil its statutory objective 'to secure the regeneration of the site' and decide on the way forward.

There was a general consensus around the Board that a meeting with the First Minister and deputy First Minister should be sought to clarify the situation and confirm Ministers' intentions with regard to regenerating the site. This meeting could also be used to highlight those projects that were with OFMDFM awaiting approval. A meeting in early February 2014 would fit with the timescale for submission of the 2014/15 Business Plan to the Department. **AP1 – TB to write to the First and deputy First Ministers requesting a meeting with the Board. AP2 – KA to draw up a list of projects that were with OFMDFM awaiting approval.**

NM gave a report of the Royal Ulster Agricultural Society (RUAS) de-brief with key stakeholders on 17 December 2013. This focused on what went well and what didn't and lessons learned. The issues could be categorised as either managerial / technical issues or physical issues. Once the RUAS de-brief report was received NM will meet with RUAS to agree ownership of the issues and the timescales for resolution.

#### **14.10 Director of Finance & Corporate Services Report**

AS presented her report and pointed out a number of changes to the Risk Register.

**AP3 -- Review Risk No's 2 and 6 specifically for 'Likelihood'.**

#### **14.11 Social Regeneration Committee Terms of Reference**

MK as chair of the Social Regeneration Committee gave a brief update of the work ongoing to fully integrate the social regeneration principles into all aspects of work at the MLKDC.

The Board approved the Terms of Reference of the Social Regeneration Committee. (Proposed by DM, seconded by CP)

#### **14.12 Interim Uses / Short Term Income Opportunities**

NM explained in detail each of the opportunities highlighting the benefits for the Corporation. Facilitating these opportunities appeared to fall within the terms of the Management Statement & Financial Memorandum but clarification was being sought from the Department as was the issue of the retention of receipts. The Board asked that the potential impacts of these short term lets, including any security considerations, were referenced against the Spatial Framework. **AP4 – Review the Spatial Framework for impacts of the proposed short term lets.**

On the basis of the next steps outlined in the paper, the Board approved the Director of Development progressed discussions with current interests for short term lets on the basis that each agreed transaction was detailed to the Board for final approval in the first instance and then obtained any necessary approvals before execution. (Propose by JG, seconded by DM)

#### **14.13 Health & Safety Report**

The Board noted this paper.

The Board requested that future Director of Development reports include an update on contingency / disaster planning. **AP5 – Future Director of Development reports to include an update on contingency / disaster planning.**

#### **14.14 Board Effectiveness**

TB reported that TS had given him initial feedback on the survey which suggested that the Board was functioning effectively. TS will report in full to the Board at a future meeting. **AP6 – TS to report on findings of Board Effectiveness survey at a future meeting.**

#### **14.15 AOB**

TB on behalf of the Board thanked the MLKDC Executive Team for their work throughout the year.