

**Maze Long Kesh Development Corporation**

**Board Meeting No. 24 – 30 January 2015 10:00am**

**Maze Long Kesh Office**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:** Ken Cleland (KC); Jack Gallagher (JG); Joe O'Donnell (JO); Conor Patterson (CP); Maurice Kinhead (MK)

**Staff:** Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); Paul Hughes - Secretary (PH)

**24.01 Welcome**

TB welcomed all to the rescheduled January Board meeting and apologised for being unable to attend the original meeting on 23 January due to illness.

**24.02 Apologies**

Tony Gallagher, Ciaran Mackel, Terri Scott

**24.03 Conflicts of Interest**

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

**24.04 Minutes of 12 December 2014 Board Meeting**

The Board approved the minutes of the meeting held on 12 December 2014. (Proposed by CP, seconded by KC)

**24.05 Matters Arising**

AP1 - TB wrote to Duncan McCausland acknowledging his input during the 2013/14 reporting period to the Audit & Risk Assurance Committee's robust approach to

oversight and governance. Duncan expressed his thanks and wished all a Happy New Year.

AP1 from 21 June – we continue to liaise with OFMDFM, on a weekly basis, regarding an early date for the Board to meet with Ministers. The Board noted the action on the other matters arising.

#### **24.06 Chairman's Business**

TB reported that he attended the latest meeting of the Chairs' Forum. There were two issues of note:

1. The Forum is conducting a "Rebalancing the Economy" initiative taking into account the agreed NI budget for 2015/16 and the Stormont House Agreement. This review would seek input from the Organisation for Economic Cooperation and Development (OECD) and MLK.
2. Member organisations highlighted the need to strike a balance between the responsibility that ALBs have and the level of authority delegated to them by sponsor Departments/Bodies. The Chairs' Forum may be able to play a role by facilitating a joint approach by member bodies to encourage appropriate delegation of authority.

TB and KA held a very useful meeting with the Rt Hon Jeffrey Donaldson MP. KA outlined the role MLK could play in the potential development of the wider area through the West Lisburn Plan including building the Knockmore Link Road and involving the new Lisburn and Castlereagh City Council. Jeffrey Donaldson's reaction was positive and he wished to explore further an agreed approach to overcome obstacles ultimately leading to development of the MLK site.

#### **24.07 Reserved Matters**

There was no business under this agenda item.

#### **24.08 Chief Executive's Report**

KA presented his report.

- The revised 2014/15 Business Plan was sent to OFMDFM on 25/11/14, who forwarded it to Ministers on 22/12/14. There has been no response or feedback to date.
- NIAO wrote to Mark Brown at OFMDFM on 9/1/15 to report on the MLKDC 2013/14 Annual Report and Accounts. They also expressed concern at the lack of an approved 2014/15 Business Plan.

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- KA noted that as confirmed by OFMDFM we are not required to submit a 3 year Corporate Plan due to the current lack of political agreement.
- KA noted that we are still waiting on confirmation of the 2015/16 budget from OFMDFM. He, along with CEOs of all other OFMDFM ALBs are due to meet with Mark Brown on 2/2/15 to discuss the 2015/16 budget allocations.

KA presented the draft 2015/16 Business Plan to the Board. He emphasised that this plan is based on the current working restrictions imposed on MLK and doesn't reflect what the Board aspire to do i.e "transform the site"

AS presented the Staff Resources and Financial Resources aspects of the plan.

Members discussed the Business Plan and were content for it to be submitted to OFMDFM with some minor amendments.

KA then presented the "Refreshing the Vision" discussion paper to the Board. This looks at the role of MLK in the wider context of the enlarged West Lisburn Framework, focusing on local, regional and national linkages. The general view of the Board was that this was a very positive review which addressed a number of issues with the potential to make MLK the catalyst for wider development. The Board felt that agreement on some form of access to the Listed and Retained Buildings could help secure progress on wider site development. The Board suggested that the document emphasise the scale of the opportunity available and the opportunity cost if development does not proceed. The Board were content for the discussion document to be sent to Ministers as a basis for proposed discussions at a future meeting with them, subject to amendments and a review by David McCavery from a presentation and communications perspective.

The Board approved a recommendation that the Chief Executive, taking account of discussion at the Board meeting, finalises a draft 15/16 Business Plan and a paper setting out actions that the Board would wish to undertake should agreement be reached on the way forward, and submit the draft Business Plan to the Department by 1 February. (Proposed by JG, seconded by CP)

**AP1 – KA to submit draft 2015/16 Business Plan to OFMDFM by 1 February 2015 in keeping with MSFM obligations.**

**AP2 – KA to send revised 2015/16 Business Plan to Board members.**

**AP3 – KA to revise the 'Refreshing Our Vision' paper with David McCavery input.**

**AP4 – TB to write to Ministers and send the revised “Refreshing Our Vision” document as a basis for proposed discussions at a future meeting with them TBA.**

NM advised the Board of RUAS plans to move the Pavilion at the Kings Hall, Belfast to the RUAS lands at the MLK site. The Pavilion consists of 60,000 square feet of exhibition space and involves a £2.5M capital investment by RUAS. They are keen to progress with this move as they have finalised a deal with Blue Horizon for sale of lands to the rear of the Kings Hall.

This move is consistent with the Development Agreement between RUAS and MLKDC which makes provision for the relocation by December 2015. NM also played a virtual presentation of the proposed completed Pavilion at Balmoral Park. This was well received by the Board.

NM noted that MLKDC could incur infrastructure spend to facilitate the move. We would also have to ensure that the proposed move is aligned with the MLK Spatial Framework.

MLKDC will be meeting with the RUAS architect next week to discuss the plans. It is proposed that the Pavilion will be located within the 55 acres of Balmoral Park lands at the MLK site.

Under the terms of the Development Agreement development proposals will require the approval of the First Minister and deputy First Minister.

#### **24.09 Director of Finance & Corporate Services’ Report**

AS presented her report to the Board and made the following points:

- NIAO certified the 2013-14 Accounts on 16/12/14. Accounts were laid at the NI Assembly on 23/12/14 and printing/publication is underway;
- Resource and Capital budgets are on target to be fully spent by year end 31 March 2015;
- Savings generated in recent months will be used for essential H&S work around the site;
- Work is due to commence on the Halftown Road Footpath scheme on 16/2/15 and should be completed before the Balmoral Show;
- The time taken to pay purchase invoices, as shown by the prompt payment statistics, has reduced slightly because of staff reductions due to budget cuts;
- ASM (Internal Auditors) are on site at present conducting an audit of Corporate Governance and Business Planning.

**24.10 Update on Business Plan Targets**

AS presented this report which the Board noted.

**24.11 Health & Safety Report**

NM presented this report which the Board noted as well as the following:

- Interagency meeting has taken place and plans for 2015 Balmoral Show are progressing well;
- Q8 Machinery Show took place 14-16 January at Balmoral Park- it was noted that high winds caused the Show to close early – workmen on MLK site were also evacuated as a precaution;
- Ulster Aviation Society have purchased a Phantom Jet for their collection.

**The Board meeting concluded at 1:30pm.**

**Maze Long Kesh Development Corporation**

**Board Meeting No. 25 – 20 February 2015 10:00am**

**Maze Long Kesh Office**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:** Ken Cleland (KC); Jack Gallagher (JG); Tony Gallagher [(TG) left at 11.05am]; Terri Scott [(TS) joined at 10.20am]; Ciaran Mackel [(CM) joined at 10.25am]

**Staff:** Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); Alice Johnson - Secretary (AJ) David McCavery – Communications Support (DMcC);

**25.01 Welcome**

TB welcomed all to the February Board meeting before explaining that Approvals could not be given until there was a quorum.

**25.02 Apologies**

Conor Patterson, Joe O'Donnell, Maurice Kinkead

**25.03 Conflicts of Interest**

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

**25.04 Minutes of 30 January 2014 Board Meeting**

The Board approved the minutes of the meeting held on 30 January 2015.  
(Proposed by JG, seconded by KC)

**25.05 Matters Arising**

AP2 – KA informed the Board that the Approved Draft Business Plan 2015/16 was submitted to OFMDFM on 30 January 2015.

AP4 – TB advised the Board that he had requested a meeting with the SPADs to take them through the newly revised Refreshing Our Vision.

AP1 from 21 June 2014 – We continue to liaise with OFMDFM, on a weekly basis, regarding an early date for the Board to meet with Ministers.

The Board noted the action on the other matters arising.

#### **25.06 Chairman's Business**

TB reported that he attended a meeting with Cyril Millar, RUAS Finance Committee Chairman. They discussed the move of the Pavilion from the King's Hall complex to the RUAS lands at the MLK Site.

**AP1 – Arrange meeting of the Appointments & Remuneration Committee before the March Board Meeting.**

#### **25.07 Reserved Matters**

There was no business under this agenda item.

#### **25.08 Chief Executive's Report**

KA presented his report.

- The revised 2014-15 Business Plan was sent to OFMDFM on 25 November 2014, who forwarded it to Ministers on 22 December 2014. There has been no response or feedback to date from either Ministers or SPADs.
- The 2015-16 Business Plan which was approved by the Board on 30 January, was submitted to OFMDFM later that day (prior to 01 February deadline). The Plan will go to the Departmental Board, then to the Ministers.
- KA received a letter from Mark Browne on 30 January regarding Budget Allocations. The prior year Budget was cut by 30% and next year's Budget is cut by 33%. Across the board at OFMDFM there has been a 12.8% cut.

Members discussed the MLKDC 2015-16 Budget and associated reductions. The Board confirmed that the draft Business Plan should continue to outline what the Board considered their Budget Requirement to be, whilst acknowledging that their requirement was higher than the current allocation.

TS requested that the Boards' level of frustration should be noted in the minutes. TB thought it may be worthwhile to discuss current matters with Malcolm McKibbin and report back to the Board.

KC commended KA and DMcC on the professionalism of the revised Refreshing Our Vision document.

**AP2 – Request a meeting between Chairman and Malcolm McKibbin to discuss current matters.**

NM advised the Board that he had reviewed the RUAS plans regarding the move of the Pavilion to the RUAS land at the MLK site. The plans fit in with the MLKDC Development Agreement and Draft Spatial Framework. RUAS will be investing £3m in this move.

The Board were shown photographs and plans of where the pavilion will be situated on the site and of how it is intended to be used.

Members discussed the RUAS plan, car parking at events and the future use of the public transport system, recognising the need for an overall transportation plan with a reduced dependence on private transport.

KA advised that the Board are required, in line with the Development Agreement, to approve the plan before it goes to the Ministers for their approval.

The Board approved the move of the Pavilion to RUAS lands in the MLK site subject to Ministerial approval.

(Proposed by Jack Gallagher, seconded by Terri Scott).

**AP3 – Make submission to OFMDFM seeking Ministerial approval of RUAS Pavilion.**

**AP4 – Chairman to write to Ministers with reference to Refreshing Our Vision document and RUAS Pavilion.**

**25.09 Director of Finance & Corporate Services' Report**

AS presented her report to the Board and made the following points:

- Slight overspend on Resource mainly due to the bad weather;



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- Slight underspend on Capital due to delay in the start of the Halftown Road project;
- Two new Business Cases that were within KA's authority were approved;
- Hangars Business Case is with OFMDFM and needs DFP approval;
- The Pay Remit for 14-15 for the four MLKDC staff is with DFP;
- Explained the items on the Issues Log.

AS informed the Board that the 3 year term Internal Audit Assignment with ASM is completed. New tender TOR for the Internal Audit Assignment is to be circulated to the Audit Committee Members.

Members were informed that Paul Hughes was leaving MLKDC on 20 February. Ceara Ryan will replace him.

AS informed the Board that MLKDC have requested OFMDFM's approval for a 1% pay rise for the Board in line with DFP's DEO letter.

The Board approved Ceara Ryan to have e-banking access.  
(Proposed by Terri Scott, seconded by Ken Cleland)

**AP5 – New tender TOR for the Internal Audit Assignment to be circulated to the Audit Committee Members.**

**AP6 – TOR of the Appointments & Remuneration Committee and the Physical Development Committee to be circulated to respective members for comment and recommendation in advance of the March Board Meeting.**

**AP7 – Board Effectiveness Report Survey to be taken forward for the year ending 31 March 2015.**

### **25.10 Health & Safety Report**

The report was marked 'Read'.

**The Board meeting concluded at 12:10pm.**

**Maze Long Kesh Development Corporation**

**Board Meeting No. 26 – 20 March 2015 10:00am**

**Maze Long Kesh Office**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:** Ken Cleland (KC); Jack Gallagher (JG); Tony Gallagher [(TG) left at 12.00 noon]; Terri Scott [(TS) left at 12.00 noon]; Conor Patterson (CP); Maurice Kinkead (MK); Joe O'Donnell (JD)

**Staff:** Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); Ceara Ryan - Secretary (CR).

**26.01 Welcome**

TB welcomed all to the March Board meeting before explaining that approvals could not be given until there was a quorum.

**26.02 Apologies**

Ciaran Mackel

**26.03 Conflicts of Interest**

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

**26.04 Minutes of 20 February 2015 Board Meeting**

The Board approved the minutes of the meeting held on 20 February 2015.  
(Proposed by KC, seconded by JG)

**26.05 Matters Arising**

AP2 – TB informed the Board that a date had been set for him to meet with Malcolm McKibbin on Wednesday 8 April 2015.

AP7 – Board Effectiveness Report Survey to be taken forward for the year ending 31 March 2015.

AP1 from 21 June 2014 – This is now complete and superseded with AP4.

The Board noted the action on the other matters arising.

**AP1 – TB to meet with Malcolm McKibbin (Head of NI Civil Service) on the 8 April 2015.**

**AP2 – Board to discuss the matters addressed with Malcolm McKibbin following feedback from Chairman.**

#### **26.06 Chairman's Business**

TB reported that KA, NM and TB attended an event 'Lisburn At Westminster' on 17 March 2015, in respect of Lisburn and the Council's economic development strategy. This was a very positive networking opportunity from a MLK perspective.

TB reported that confirmation had been received from dFM that they would approve the relocation of the Pavilion by RUAS to the MLK site. It was understood that FM SPADS are content with the proposal to relocate The Pavilion and the proposal has been passed to the First Minister, for consideration in his weekend papers.

The Board agreed that once Ministerial approval was confirmed the Corporation should make a media statement welcoming the relocation of The Pavilion. TB advised that the Board will be notified of the final decision on the relocation of The Pavilion prior to the announcement being made to the public.

**AP3 – MLKDC to liaise with RUAS re an announcement on the relocation of The Pavilion.**

#### **26.07 Reserved Matters**

KA, NM and CR were asked to leave the meeting at this point (10.35), returned at 10.55.

In their absence and following consideration of a recommendation by the A&R Committee it was unanimously agreed by the board members to continue with KA as the Chief Executive for a further three year period, under the current arrangements.

The Board members recorded their appreciation of the commitment of the Chief Executive.

#### **26.08 Chief Executive's Report**

KA presented his report.

- There remains no response or feedback on the revised 2014-15 Business Plan which was sent to OFMDFM on 25 November 2014, and was forwarded to Ministers on 22 December 2014. There has been no response or feedback to date from either Ministers or SPADs.
- KA advised that upon submission of the draft MLKDC 2015-16 Business Plan containing the budget allocation and the required budget, KA was told by officials to only include the budget allocation for the year and omit the required budget. KA had expressed his concern over this matter, but conceded to include only the allocated budget, advising the Department that he would report the matter to the Board

The Board expressed their concerns and frustration over the budget matter and how this had been handled by officials.

#### **AP4 - Respond to the department regarding the Board position on including the required budget on the draft 2015/16 Business Plan.**

NM updated the Board on the planned move of the Pavilion from the Kings Hall to the MLK site, he also advised that preparations were progressing for the 2015 Balmoral Show, and construction of the footpath on the Halftown Road was currently underway.

#### **26.09 Director of Finance & Corporate Services' Report**

AS presented her report to the Board and made the following points:

- Slight underspend on Resource during February however on target to meet year end spend;
- Slight underspend on Capital during the month of February, however on target to meet year end spend;
- Three new Business Cases that were within KA's authority were approved;
- Hangars Business Case is with OFMDFM and needs Ministerial and DFP approval;

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- Approval has been granted for The Pay Remit for 14-15 for the four MLKDC staff. This will be reflected in their salary in March 2015;
- Explained the items on the Issues Log.

AS advised no instances of fraud were suspected or reported in February 2015. AS also advised on the outcome of the internal audit report on Corporate Governance and Business Planning. Whilst the audit confirmed that the Corporation had robust controls and governance, the satisfactory assurance was given as the Corporation do not have approved Business Plans in place.

The Board decided that at the April Board meeting they would review what they have done to date, where they currently are and focus on potential future actions.

**26.10** The Board approved the Terms of Reference for Committees (Proposed by KC, seconded by JG).

**26.11** The Board approved the Business Case for Estate Maintenance 26.11 (Proposed by JG, seconded by KC)

**26.12 Health & Safety Report**

The report was marked 'Read'.

**The Board meeting concluded at 12:35pm.**

**2015/16**

**Maze Long Kesh Development Corporation**

**Board Meeting No. 28 – 15 May 2015 9: 30am**

**Maze Long Kesh Office**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:** Jack Gallagher (JG); Tony Gallagher (TG); Terri Scott (TS); Conor Patterson (CP); Maurice Kinkead (MK); Ciaran Mackel (CM)

**Staff:** Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); David McCavery (DM); Ceara Ryan - Secretary (CR).

**28.01 Welcome**

TB welcomed all to the May Board meeting.

**28.02 Apologies**

Joe O'Donnell; Ken Cleland

**28.03 Conflicts of Interest**

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

**28.04 Minutes of 20 March 2015 Board Meeting**

The Board approved the minutes of the meeting held on 20 March 2015.

(Proposed by TG, seconded by JG)

**28.05 Matters Arising**

AP1 – TB informed the Board that he met with Malcolm McKibbin (MMK), where they discussed a number of issues, reflecting the Board's position in current circumstances and its relationship with the Department.

TB said that MMK was both supportive and helpful and noted the points raised.

Following the meeting with MMK, Henry Johnston (Director of Resources, Regeneration, International Resources and Institutional Review Directorate) requested a meeting with TB.

AP7 – Board Effectiveness Report Survey to be taken forward for the year ending 31 March 2015 - Ongoing

#### **28.06 Chairman's Business**

TB reported that the main business was the outcome of the meeting with MMK.

TB also continued to liaise with SPADS to keep up to date on matters in advance of the proposed meeting between the Board and Ministers.

**AP1 – TB to meet with SPADS in advance of any ministerial meeting with the MLKDC Board.**

#### **28.07 Reserved Matters**

There was no business under this agenda item.

#### **28.08 Chief Executive's Report**

KA presented his report.

- KA advised that ministerial approval was granted for the 2014/2015 Business Plan on 1 April 2015. This was the first Business Plan to be approved by ministers since MLKDC inception in 2012. KA added that the 2015/2016 Business Plan is currently with Ministers having been considered by the OFMDFM Departmental Board at the end of April. We are awaiting their response.
- KA and TB met with the Chair and Chief Executive of ILEX.
- KA has been in contact with Historic Royal Palaces (HRP). HRP have plans to develop the castle and estate in Hillsborough as a major visitor attraction. HRP are interested in maintaining longer term links with MLK.

KA noted Board approval (by correspondence) of the recommendation relating to an extension of the date by which the RUAS are required to submit development proposals for their main site to the Corporation.

## **Communications**

KA asked DMC to update the board on Communications:

DMC advised that he has been working behind the scenes updating the content of the website, however he feels it is not appropriate at this stage to go ahead with physically updating information onto the MLKDC website. A meeting of the Communication Committee would be required, to agree what content is to be posted onto the website. In the first instance this would probably be documents such as Board minutes and annual accounts to which the public have a right of access.

### **AP2 – Arrange a meeting of the Communications Committee, following the meeting with ministers.**

DMC drew attention to a Blog which was issued by Eamonn Mallie on 14 May 2015 – ‘How can the existence of the Maze Long Kesh Development Corporation be any longer justified?’ Eamonn Mallie did not request any information from MLKDC prior to issuing this blog. The article contained an aerial photograph of the ‘old’ Maze prison site, complete with H blocks.

This photograph does not depict the current status of the site in 2015. It was collectively decided by the Board to tweet a current image of the MLKDC site as it is in 2015.

### **AP3 – DMC to tweet a current aerial photograph of the MLKDC site whilst the Balmoral Show is underway.**

## **Balmoral Show**

KA asked NM to Update on the progress of Balmoral Show.

NM advised that the attendance figures at the Balmoral Show are on a par with those in 2014. Physically the Balmoral Show is 10% bigger this year, with more circulation space.

**Traffic** – A few issues arose at the beginning of the three day event, however these were addressed quickly and now things are running smoothly.

**Car Parking** – This area has been managed better than in 2014.

**Trade** – Initial indications are that trade has improved on last year.



TB offered his thanks to NM for his continued dedication to ensuring the success of the Balmoral Show.

KA reported that the hospitality log is checked and maintained by him. He reminded Board members to continue to submit all offers of hospitality (whether accepted or declined) that they receive on a monthly basis.

#### **28.09 Director of Finance & Corporate Services' Report**

As the Board did not meet in April, TB noted that he wished to mark the fact that MLKDC successfully met its year end spend targets. He offered his appreciation to AS for her help, support and careful management.

AS presented her report to the Board and made the following points:

- Slight underspend on Resource during April 2015, with the difference arising as a result of income received, as comparisons are being made with original budgets allocated from OFMDFM;
- Capital spend was as the original budget, with the Halftown Road project being the reason for the frontloading of expenditure;
- June monitoring round was commissioned in April 2015, with our response subject to Board approval;
- AS explained the reasons for the difference between the Business Plan Requirement and the Revised Budget;
- AS explained the need for additional resource, depreciation and income in the June monitoring round. AS advised that the initial indications show that the department may support the income and depreciation requirements, but not the full resource bid;
- AS advised that there was no significant change to note in terms of business cases.
- AS explained the items on the Issues Log, and that there were no changes.

Approval of the June Monitoring bid was proposed by JG and seconded by TG

AS reported no instances of fraud were suspected or reported in April 2015.

AS advised on the outcome of the Internal Audit tender process. Two firms had replied to the invitation to tender for Internal Audit services. The Panel met during the week

ending 8 May to consider the tenders and decide on the successful applicant. AS explained that ASM won the Internal Audit tender. They have been advised of their reappointment.

There has been no change in relation to Human Resources, with the exception of NM beginning a secondment with UKTI's Regeneration Investment Organisation, in the week beginning 18 May 2015. This secondment will be for one day per week.

TB advised that another member was required for the Audit and Risk Assurance Committee. JG volunteered for this role, and this was approved by the Chairman.

**28.10** The Risk Register has been attached for review and approval by the Board.

TS raised an issue with Risk Number 5 on the risk register: – Private Sector lose confidence in MLKDC as a Business Partner.

TS said it was not clear how this risk was being managed.

**AP4 – In light of Board comments, include more detail on the Risk Register of how Risk 5 is currently being managed. This is to be addressed at the next SMT.**

Approval of the risk register was proposed by TG and seconded by JG.

**28.11 Health & Safety Report**

The report was marked 'Read'.

**The Board meeting concluded at 10:25pm.**

**Maze Long Kesh Development Corporation**  
**Board Meeting No. 29 – 21 August 2015 10:00am**

**Maze Long Kesh Office**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:** Ken Cleland [(KC) Arrived at 10:20]; Jack Gallagher (JG); Tony Gallagher [(TG) Left at 11:50]; Ciaran Mackel [(CM) Left at 12:10]; Conor Patterson (CP); Maurice Kinkead (MK); Terri Scott (TS)

**Staff:** Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); Ian Spence - Secretary (IS)

**29.01 Welcome**

The meeting commenced at 10:15. TB welcomed all to the meeting.

**29.02 Apologies**

Joe O'Donnell

**29.03 Conflicts of Interest**

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

**29.04 Minutes of 15 May 2015 Board Meeting**

The Board approved the minutes of the meeting held on 15 May 2015.  
(Proposed by TG, seconded by CM)

**29.05 Matters Arising**

AP1 and AP2 were deferred pending meeting with Ministers and the other matters arising were completed.

**29.06 Chairman's Business**

TB reported that he continued to have discussions with SPADs but as yet there was no date for a meeting with Ministers.

Board members expressed their frustration at the lack of progress and not being able to fulfil the Corporation's statutory remit to develop the site and realise its full potential. Members questioned the value they were adding in this current situation. A range of views were expressed as to what the Board should do next. However, the general consensus was that further consideration be given to actions the Board could take to positively move the situation forward.

The Board agreed to revisit their strategy and vision for MLK and to consider the nature of a process of engagement with key stakeholders. (Proposed by TB, seconded by KC) **AP1 – KA to arrange a meeting of all Board members to agree and approve a revised approach.**

**29.07 Audit & Risk Assurance Committee Annual Report 2014/15 (Agenda Item 29.12)**

TG as chair of the Audit & Risk Assurance Committee presented this report on the work of the Committee. TG thanked his fellow Committee members for their input especially Mary McIvor who had completed her term as an independent member of the Committee.

The Board noted this report.

**29.08 Reserved Matters (Agenda Item 29.07)**

There was no business under this agenda item.

**29.09 Chief Executive's Report (Agenda Item 29.08)**

KA presented his report and highlighted a meeting with Mark Browne, OFMDFM Accounting Officer, regarding the current budget situation and assured the Board that MLKDC was managing its expenditure accordingly.

KA advised the Board of a proposed International Peace Day event involving young people in Balmoral Park in September 2016.

NM briefed the Board on the progress of the Royal Ulster Agricultural Society (RUAS) 'Eikon' building. NM confirmed that the RUAS were proceeding with their plans at their own risk as planning permission had not yet been received. The Executive Team had made sure the RUAS were fully aware of this risk.

The Board noted this report.

**29.10 Director of Finance & Corporate Services' Report (Agenda Item 29.09)**

AS presented her report and explained the June and October Monitoring positions.

AS also updated the Board on the Audit & Risk Assurance Committee meeting held on 25 June 2015.

The Board approved the October Monitoring Submission of:

- Income Bid £0.018m;
- Capital Reduced Requirement of £0.225.

(Proposed by KC, seconded by CM)

**29.11 Works to Existing Property (Agenda Item 29.10)**

NM presented this paper and explained the statutory and financial drivers for undertaking works to reduce further degradation of the World War II Scheduled Monuments and the Listed and Retained buildings. Work done now would reduce the final costs of refurbishment of these buildings in the future. NM assured the Board that the proposed works fell within the terms of the Departmental Direction of 9 December 2013.

The Board approved the following proposed expenditure to prevent deterioration of existing property:

- Essential works to the World War II Scheduled Monuments at a total cost of £99,079;
- Essential works to the Listed and Retained Buildings at a total cost of £362,044.

The Board instructed the Senior Management Team to proceed to programme and execute work in order of priority and subject to availability of funding, keeping them informed of progress. (Proposed by KC, seconded by CM) It was noted that works were likely to proceed on a phased basis over more than one financial year.

**29.12 Fraud and Whistleblowing Policies (Agenda Item 29.13)**

AS presented this paper which outlined changes to MLKDC's Fraud and Whistleblowing Policies. The Board approved the revised Anti-Fraud Policy and Fraud Response Plan and Whistleblowing Policy. (Proposed by TS, seconded by JG)

**29.13 Update on Business Plan Targets and Actions (Agenda Item 29.11)**

AS presented this paper which the Board noted.

**29.14 Board Effectiveness Report**

TS presented the findings of the Board Effectiveness Survey which were positive and reflected a Board that moved forward consensually following robust discussions and challenges.

**29.15 Health & Safety Report**

The report was noted as 'Read'.

**AOB**

TB advised that he would be arranging dates with Board members for their performance appraisal discussions. **AP2 – TB to agree dates with Board members for their performance appraisals.**

**The Board meeting concluded at 12:50pm.**

**Maze Long Kesh Development Corporation**

**Board Meeting No. 30 – 28 September 2015 10:00am**

**Maze Long Kesh Office**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:** Ken Cleland (KC); Jack Gallagher (JG); Ciaran Mackel [(CM) Arrived 10.25]; Conor Patterson [(CP) Arrived 10.08]; Maurice Kinkead (MK); Terri Scott [(TS) arrived 10.45]; Joe O'Donnell (JO).

**Staff:** Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS) - Secretary, Julie Harrison (JH); David McCavery (DMcCav)

**30.01 Welcome**

The meeting commenced at 10:10. TB welcomed all to the meeting.

**30.02 Apologies**

Tony Gallagher

**30.03 Conflicts of Interest**

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

**30.04 Minutes of 21 August 2015 Board Meeting**

The Board approved the minutes of the meeting held on 21 August 2015 subject to one minor correction, the figure referred to at 29.11 second bullet point should read £362,044 instead of £363,044.

(Proposed by JG, seconded by KC)

**30.05 Matters Arising**

AP1 was complete and dates were requested from members by email to facilitate completion of AP2.

**30.06 Reserved Matters**

There were no reserved matters to be discussed.

**30.07 Chief Executive's Report**

KA presented his report and highlighted that the dFM special advisor with responsibility for Maze Long Kesh, Dara O'Hagan, had left her position in OFMDFM and moved to DCAL. TB recorded his thanks to Dara for all of her help and support and wished her well in her new position.

NM briefed the Board on the progress of the Royal Ulster Agricultural Society (RUAS) 'Eikon' building. The Board noted this report.

**30.08 Director of Finance & Corporate Services' Report**

AS presented her report and explained that spend was broadly on track for this period in the financial year.

AS also updated the Board on the Audit & Risk Assurance Committee meeting held on 24 August 2015 and the input to Freedom of Information (FOI's) requests and Assembly Questions (AQ's) during the reporting period. **AP1 – Resources required to complete / respond to FOI's and AQ's to be recorded.**

**30.09 Health & Safety Report**

The report was noted as 'Read'.

**30.10 Chairman's Business**

TB updated the Board on his meeting with Siobhan Broderick (OFMDFM Sponsor Branch) and explained that OFMDFM would be conducting a review of both the time commitment and remuneration, of the Chair and Board Members, in line with their terms of appointment.

Discussions took place in respect of the Board's vision for the regeneration of the site and the Board revisited the Joint Ministerial Statement of April 2009 which formed the



## MLKDC Agreed Board Minutes

original basis for agreement on a way forward for the site and establishment of the Development Corporation. The Board were unanimous in their agreement that the principles of the statement of April 2009 were still appropriate for the Development Corporation and they agreed the following actions:

**AP2 – KA to prepare a draft position paper for circulation to the Board for comment.**

**AP3 – TB to meet with Special Advisors and Ministers and present the finalised position paper of AP2 above.**

**AP4 - Protocol for access to the Listed and Retained Buildings to be reviewed and circulated to the Board.**

**AP5 – KA to prepare a revised Business Plan for the remainder of the 2015/16 financial year to reflect the ambitions of the position paper at AP2.**

**The Board meeting concluded at 1.48pm.**

**Maze Long Kesh Development Corporation**

**Board Meeting No. 32 – 20 November 2015 10:00am**

**Maze Long Kesh Office**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:** Ken Cleland (KC); Jack Gallagher (JG); Tony Gallagher [(TG) Left 12:00]; Ciaran Mackel [(CM) Arrived 10:35]; Conor Patterson (CP); Joe O'Donnell [(JO) Left 11:55].

**Staff:** Kyle Alexander - Interim Chief Executive (KA); Neil McIvor - Director of Development (NM); Alison Stafford – Director of Finance & Corporate Services (AS); Ian Spence - Secretary (IS).

**32.01 Welcome**

TB welcomed all to the meeting.

**32.02 Apologies**

Terri Scott

**32.03 Conflicts of Interest**

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

KC advised that he had previously informed the Chairman and KA of a matter relating to his directorship of another company.

**32.04 Minutes of 28 September 2015 Board Meeting**

The Board approved the minutes of the meeting held on 28 September 2015. (Proposed by KC, seconded by JO)

### **32.05 Matters Arising**

AP3 - TB confirmed that he had given the Position Paper to Ministers and had been told that they would meet him before Christmas.

AP4 – KA confirmed that the draft Visits Protocol along with Tour Script had been sent out to Board members.

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

### **32.06 Reserved Matters**

There were no reserved matters to be discussed.

### **32.07 Chief Executive's Report (Agenda item 32.08)**

KA presented his report.

The Board noted the arrangements being put in place to allow the Director of Finance to support OFMDFM in relation to ILEX but expressed its disappointment at the Department's request.

The Board agreed that tours of the site helped to change public perceptions. In the absence of these tours consideration could be given to putting a 'virtual tour' on the MLKDC website. This could also be used in any presentation to Ministers. It was agreed that a report on the range of interest groups that had previously undertaken tours be added to the Visits Protocol. **AP1 – KA to arrange a refresh tour of the MLK site for Board members. AP2 - KA to meet with Chairman and David McCavery to arrange production of the presentation to Ministers. AP3 – KA to include a report on the range of interest groups that have previously undertaken tours in the Visits Protocol.**

The Land Title issue was discussed at length, with KA assuring the Board that internal controls had now been reviewed to ensure that there would be early recognition of such issues in the future. The Chairman acknowledged the resolution of the issue by the Executive Team and commended AS and KA for their handling of the matter.

The Board noted that the FM special advisor with responsibility for Maze Long Kesh, Emma Pengelly, had recently left her position in OFMDFM. **AP4 - TB to write to Emma Pengelly wishing her well in her new role.**

The Board approved the extension of the Submission (Main Site) Date in the Development Agreement between the Corporation and RUAS to 7 September 2016 and the Board instructed the Senior Management Team to keep the matter under regular review. (Proposed by KC, seconded by CM)

### **32.08 Chairman's Business (Agenda Item 32.07)**

TB informed the Board that the Department were undertaking their three yearly review of Board members' terms of appointment. Further to a request from the Department a log of all members' meetings relating to MLK has been drawn up and would be sent to each member for their agreement. **AP5 – AS to send out MLK meetings log to each Board member for agreement.**

The Board reviewed their position given the continuing lack of Ministerial agreement on the way forward. **AP6 – Chairman to write to Ministers setting out the current position of the Board. AP7 – Chairman to send copy of letter to Board members.**

### **32.09 Director of Finance & Corporate Services' Report**

AS presented her report to the Board.

The Board approved the November Monitoring Submission of:

- Income Bid of £0.022m.

(Proposed by CM, seconded by JG)

### **32.10 Update on Business Plan Targets and Actions**

AS presented this report which the Board noted.

### **32.11 Health & Safety Report**

The report was noted as 'Read'.

**The Board meeting concluded at 12:30pm.**

**Maze Long Kesh Development Corporation**

**Board Meeting No. 33 – 10 December 2015 at 16:30**

**Maze Long Kesh Office**

**Minutes**

**Attendees:**

**Chairman:** Terence Brannigan (TB)

**Board:** Jack Gallagher (JG); Ciaran Mackel (CM); Conor Patterson (CP); Joe O'Donnell (JO); Terri Scott [(TS) Arrived 17:40]

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

**33.01 Welcome**

TB welcomed all to the meeting and apologised for having to change the date and time of the meeting.

Members were advised that a meeting had been arranged for Friday 22 January 2016 at 10:00.

**33.02 Apologies**

Ken Cleland; Tony Gallagher; Maurice Kinhead

**33.03 Conflicts of Interest**

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

**33.04 Minutes of 20 November 2015 Board Meeting**

The Board approved the minutes of the meeting held on 22 November 2015. (Proposed by CM, seconded by JG)

**33.05 Matters Arising**

AP1 – It was agreed that the tour take place following the Board meeting on 22 January 2016.

AP3 – Completed - See Chief Executive's Report

AP4 – Completed

AP 21-08-02 - Chairman to contact individual Board members after the meeting to agree a suitable date for their appraisal meeting. **AP1 – AS to forward Board members MLKDC meetings schedule to OFMDFM.**

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

### **33.06 Reserved Matters**

There were no reserved matters to be discussed.

### **33.07 Chairman's Business**

TB advised the Board that he expected to meet with Ministers sometime in the week commencing 14 December and that he had had his performance appraisal.

### **33.08 Chief Executive's Report**

KA presented his report.

KA advised the Board that a consolidating Administration Order relating to the land transfer issue had been signed by the Department on 3 December. The Board formally accepted the transfer of title of the MLK site into the Corporation's ownership on the basis of these Orders. (Proposed by JG, seconded by CM)

KA provided the Board with a draft discussion paper which analysed the type of group who had applied to visit the former prison and summarised their feedback received following tours. The Board agreed that this analysis was very different to what the public perception was and should be incorporated within the presentation to Ministers.

It was decided to leave the draft presentation for Ministers to later in the meeting.

The Board noted the Chief Executive's Report.

### **33.09 Director of Finance & Corporate Services' Report**

AS presented her report to the Board and pointed out an arithmetical error on page 9 in relation to the November Monitoring figures. The correct figures should read;

<b>Table 1</b>	<b>Post October Monitoring Budget £'000</b>	<b>November Monitoring Bids/ Easements £'000</b>	<b>November Monitoring Outcome £'000</b>	<b>Revised Budget £'000</b>
<b>Income</b>	(49)	(40)	(40)	(89)
<b>Resource</b>	1,250	-	-	1,250
<b>Depreciation</b>	80	-	-1	79
<b>Total Resource</b>	<b>1,281</b>	<b>(40)</b>	<b>(41)</b>	<b>1,240</b>
<b>Capital</b>	<b>475</b>	<b>-</b>	<b>-</b>	<b>475</b>

### **33.10 Health & Safety Report (Agenda Item 33.11)**

The report was noted as 'Read'.

### **33.11 NIAO Report To Those Charged With Governance and Annual Report & Accounts for 2014/15 (Agenda Item 33.10)**

AS presented this paper and reported an unqualified and clean audit certificate. There were two key findings;

- i) Land Title Issue – Content that the intent of total ownership was always there. However, the Corporation should ensure that OFMDFM completes the transfer of full legal title as soon as possible as the Northern Ireland Audit Office (NIAO) would have an issue if this situation continued to pertain next year.
- ii) Fixed Assets Register – Issues around the use and integrity of an Excel spreadsheet. Consideration to be given to using the Fixed Assets module on SAGE.

AS put on record the professional approach adopted by the NIAO team.

CM (Acting Chair) said that the Audit & Risk Assurance Committee on 3 December agreed to recommend acceptance of the Report To Those Charged With Governance to the Board and agreed that the unadjusted misstatements did not require adjustment. Tony Gallagher chair of the Audit & Risk Assurance Committee had also submitted a note in support of the Committee recommendation.

The Board approved:

- The NIAO Draft Report To Those Charged With Governance;
- The Draft Annual Report and Accounts for the year ended 31 March 2015.

(Proposed by CM, seconded by JO)

TB thanked AS and her Finance Team for their work in getting to this position and also CM for chairing the Audit & Risk Assurance Committee meeting on 3 December.

### **33.08 Chief Executive's Report (Continued)**

KA asked DMcC to present the short film that the Board had requested as part of the development of the website and also to be used in the presentation to Ministers. The members were content with the presentation but made various suggestions which they felt would add sharper focus to the overall message. **AP2 – Chairman, KA and DMcC to agree final version of the presentation to Ministers.**

**The Board meeting concluded at 18:20.**