

**Maze Long Kesh
Development Corporation**

**Business Plan
2024/25**

Final Version



DOCUMENT CONTROL

Document Information

Document Name	<i>Business Plan 2024/25</i>
Document Owner	<i>Chief Executive</i>
Document (Word) CM Ref:	<i>FI1/</i>

Document History

Version	Date of Issue	Amendments/Comments
0.1	18 April 2024	<i>Draft for Board Approval – issued with Board papers.</i>
0.2	20 May 2024	<i>Draft for TEO Approval</i>
0.3	28 Nov 2024	<i>Submission for TEO Approval with minor amendments to reflect final budget position.</i>
0.4	13 May 2025	<i>Final Version (TEO Comments incorporated)</i>

Approval History

Version	Date	Form of Approval
0.1	25 April 2024	<i>Approved by MLKDC Board</i>
0.2	13 May 2025	<i>TEO</i>

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GLOSSARY

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

1. INTRODUCTION

- 1.1 The Maze Long Kesh Development Corporation (MLKDC) has been established under the *Strategic Investment and Regeneration of Sites (Maze/Long Kesh Development Corporation) Order (NI) 2011* and became operational in September 2012.
- 1.2 MLKDC's statutory object is defined under the *Strategic Investment and Regeneration of Sites (NI) Order 2003* at Article 16 (1), which it is to 'secure the regeneration' of Maze Long Kesh by the following means, at Article 16 (2), as appropriate:
- *Bringing land and buildings into effective use;*
 - *Encouraging public and private investment and the development of industry and commerce;*
 - *Creating an attractive environment; and*
 - *Ensuring that social, recreational, cultural and community facilities are available.*
- 1.3 MLKDC is an Executive Non-Departmental Public Body (NDPB) sponsored by the Executive Office (TEO), and financed from within TEO's resource and capital Departmental Expenditure Limit (DEL). With TEO support MLKDC continues to operate as a going concern and the MLKDC Board is accountable, through its Chairman, to Ministers, who set its priorities. The membership of the Board, as of 31 January 2024, is set out in Annex I.
- 1.4 This Business Plan has been prepared in accordance with the requirements of MLKDC's Management Statement and Financial Memorandum (MSFM), which requires an annual Business Plan to be submitted to TEO for ministerial approval. A brief summary of MLKDC's previous Business Plans, and their status, is included in Annex II.
- 1.5 The current position, as advised by TEO, is that there is no ministerial agreement on the way forward to regenerate the Maze Long Kesh site, a position held since late 2013. As a consequence, the remit of MLKDC is currently constrained to:
- Health and Safety (H&S) matters;
 - Site Security;
 - Essential Maintenance; and
 - Supporting RUAS, UAS and AANI in accordance with MLKDC's obligations under the respective agreements, leases and licences.
- 1.6 It is against this context¹ that this Business Plan sets out MLKDC's business objectives and targets for 2024/25. Should this context change, with ministerial agreement forthcoming on the way forward during 2024/25, this Business Plan will need to be updated accordingly².
- 1.7 Although the 2024/25 Business Plan has followed a similar format as in previous years, MLKDC is aware that guidelines are currently being drafted to ensure that, going forward, Business Plans will be aligned with PfG Outcomes. As a consequence, the format of Business Plans are expected to change in future years to comply with the guidance. MLKDC will use 2024/25 to capture relevant data to establish a baseline against which outcomes can be assessed.

¹ TEO has confirmed, by email dated 22 November 2021, that given the current circumstances, a MLKDC Corporate Plan is not required at this time. However, the MLKDC Board continues to review the requirement for a 3 year Corporate Plan, for its own strategic planning purposes.

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

2. STRATEGIC CONTEXT

MLKDC Current Remit

- 2.1 The original remit for the regeneration of MLK, within which MLKDC continues to seek to operate, was defined in a joint statement by the then First and deputy First Ministers in April 2009. The key commitments of this statement were:
- To exploit the economic development potential to the full.
 - To maximise the economic, historical and reconciliation potential.
 - To have regard to all elements of the site including any listed buildings.
- 2.2 Since late 2013, however, the context within which MLKDC has to operate has been almost completely constrained due to the lack of ministerial agreement on the way forward for MLK, as noted at 1.5 above. Ministerial agreement to the reduced scope of activity is confirmed by approval of the 2020/21 Business Plan (see Annex II). These constraints impact not only on the regeneration of the site, but even on the ability to hold events at MLK, and on access to the Listed and Retained Buildings, effectively resulting in the site remaining sterilised, from a development and regeneration perspective, for over a decade.
- 2.3 The ministerial position on the holding of events at MLK is set out in the response to an Assembly Question, dated 27 September 2016 (Ref AQW 3405/16-21), which states:
- 'Site access for larger events, such as European Heritage Open Day events, which would require additional outdoor exhibition and car parking space, requires Ministerial approval to proceed and are considered on a case by case basis.'*
- 2.4 This is understood to apply to all events at MLK. However, under the terms of the agreements and licence arrangements with MLKDC, UAS and RUAS, they are able to hold events without the need for further approval, in their normal course of business. It is also understood that in terms of access to the Listed and Retained Buildings, this is a matter of departmental (TEO) approval, whereas *'any use of listed and retained buildings remain a matter for FM and dFM agreement'*.
- 2.6 The wider strategic context for MLKDC will also be framed by:
- The budget outlook/competition for resources; and
 - The outcomes based draft Programme for Government (PfG).

Budget Outlook

- 2.7 In 2023/24, a 12% cut was applied to MLKDC's 2022/23 Resource budget, in line with a constrained budgetary position across the Northern Ireland Civil Service. This reduction was managed via savings made in other areas (due mainly to decreased costs associated with the delay in the appointment of the new Board) but is not sustainable going forward.
- 2.8 In 2024/25, a further cut of 4%, was applied to the 2023/24 Resource budget. This cut continues to put pressure on MLKDC and is managed through finding further efficiencies and reductions in maintenance and services that MLKDC provide.

Programme for Government

- 2.9 The draft Programme for Government (PfG), circulated in January 2021 for consultation purposes, focused on outcomes as summarised below.

Table 2.1 Draft (2021) Programme for Government Outcomes Framework³

Our purpose: Improving well-being for all.	
1 <i>Our Children and young people have the best start in life.</i>	2 <i>We live and work sustainably – protecting the environment.</i>
3 <i>We have an equal and inclusive society where everyone is valued and treated with respect.</i>	4 <i>We all enjoy long, healthy, active lives.</i>
5 <i>Everyone can reach their potential.</i>	6 <i>Our economy is globally competitive, regionally balanced and carbon-neutral.</i>
7 <i>Everyone feels safe – we all respect the law, and each other.</i>	8 <i>We have a caring society that supports people throughout their lives.</i>
9 <i>People want to live, work and visit here.</i>	

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

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

- 2.11 This is illustrated in Annex IV, which maps MLKDC's Statutory Objectives against the 2021 PfG outcomes and indicators. As noted in the 2024/25 Business Plan, further work will be progressed during 2024/25 with key stakeholders to link MLKDC's Business Plan objectives and activities to updated PfG indicators, when available. However, an initial draft correlation is set out in Annex V.

³ The consultation on a draft Programme for Government 2024-2027 was launched in September, and closed in November 2024. Based around three Missions, the cross-cutting theme of Peace, and nine Priorities, this PfG will be incorporated in future Business Plan, once finalised.

New Decade New Approach (NDNA)

- 2.12 NDNA, which was signed up to by the five main political parties in Northern Ireland, and by the British and Irish governments, sets out a range of policy priorities, and commitments.

Northern Ireland's City Deals

- 2.13 Four City and Growth Deals, which are intended to drive economic growth supported by capital investment from HM Treasury and the Executive, have been announced for Northern Ireland:
- Belfast Region
 - Causeway Coast and Glens
 - Derry City and Strabane
 - Mid, South and West Ulster
- 2.14 The funding mix is designed to support multiple projects across four broad themes or pillars:
- Innovation and Digital
 - Infrastructure
 - Tourism and Regeneration
 - Employability and Skills
- 2.15 MLK, a site of strategic regional importance, is located within the geographic area covered by the Belfast Region City Deal (BRCD). The regeneration of MLK has the clear potential to support the objectives of the City Deal, which include:
- Boosting tourism;
 - Delivering new and better jobs;
 - Connecting people to opportunity and services;
 - Transforming our innovation and digital capabilities; and
 - Increasing Gross Value Added (GVA)⁴.
- 2.16 The regeneration of MLK is not included within the scope of the BRCD, but MLKDC will look to realise any opportunities that may arise in the future which would enable MLKDC to contribute to the desired City Deal outcomes, for the benefit of the wider region.

Other Potential Funding Sources

- 2.17 MLKDC will explore other potential sources of funding, including replacement EU funding as a result of Brexit, that may arise in the future, which would benefit regeneration of the MLK site.

West Lisburn 1000 Acre Development Context

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

⁴ GVA is a key indicator of the state of the economy, measuring the contribution of each individual producer, industry or sector. It is the difference between the value of outputs and the cost of inputs.

3. VISION

- 3.1 The MLKDC Board continues to re-affirm its commitment to the transformation of the MLK site and confirms its conviction that:

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

- 3.2 It is accepted however that further significant physical regeneration of the site cannot take place until such time as there is agreement on the way forward for MLK.
- 3.3 The proposed activities set out in this Business Plan therefore reflects both the constraints within which MLKDC has to operate at this time, and the need to further develop a strategic approach, a roadmap, that builds consensus with stakeholders and facilitates the regeneration of MLK, in accordance with the Board’s statutory responsibilities.

4. REVIEW OF PROGRESS

- 4.1 Following the previous Board's termination of office on 30 September 2023, 6 new members were appointed to the Board of MLKDC with effect from 30 October 2023. However, one Board member resigned in the beginning of 2024, The remaining 5 Board positions, alongside the role of Chair currently remain vacant.

Activities and Achievements

- 4.2 In summary, the main activities and achievements during the 2023/24 reporting period include:

- **WW2 Hangars:** Given the continued successful use of the hangars by UAS, CPD has advised on a prioritised programme of capital Health & Safety works, to ensure the safety of occupants. This has included the replacement of the hangar windows, with further ongoing programmes of work including the removal of Asbestos-Containing Materials (ACMs), the refurbishment of the front and rear hangar doors and consideration of the next phase of works, namely restoration of the main roof structures.
- **Former Maze Prison Buildings:** The buildings remaining from the former prison include both Listed Buildings and Structures (which enjoy statutory protection) and a number of 'Retained' Buildings, which lack a statutory designation. These buildings are not occupied, with only occasional visits by external parties, subject to the permission of the First and deputy First Ministers. As a consequence, an ongoing but limited programme of maintenance and H&S related works, and minor capital works continues, to ensure the buildings and structures are kept in a safe condition, and to prevent significant deterioration of the building structures and fabric. Regular inspections ensure a wind and watertight status remains.
- **RUAS Development:** RUAS continue to invest in their 55 acre portion of the Maze Long Kesh site.
- **154th Balmoral Show:** RUAS successfully held the 154th Balmoral Show. The largest agricultural/agri-food event in Northern Ireland, the Show was held over four days, from 10th to 13th May 2023, It is estimated there have now been over 1.2 million visitors to the site since the establishment of MLKDC, highlighting the beneficial impact of RUAS re-locating to the MLK site and bringing part of it back into beneficial use. It should also be noted that the Air Ambulance NI continued to operate from its base at MLK during the period of the Show.
- **European Heritage Open Days:** UAS, who occupy the Listed WW2 hangars at MLK, participated in the European Heritage Open Days 2023, with c. 3,000 visitors over two days.
- **Enhanced Security Arrangements:** An enhanced security programme has been implemented which includes increased patrolling by the site security company, enhanced CCTV coverage and strengthening of perimeter fencing. There have been no further break-ins.
- **Continued facilitation of AANI's presence at MLK:** bringing into beneficial use vacant office space and the former vehicle search building and resulting in a total of over 3,000 taskings since AANI became operational in 2017.
- **Business As Usual Activities:** MLKDC has an ongoing programme of 'business as usual' activities, which include, for example, the following:

- Essential maintenance and H&S related works both across the wider site, and to individual assets, as required, to ensure safe public access.
- Supporting RUAS in their activities including the recent Balmoral Show.
- Continued liaison with Lisburn and Castlereagh City Council (LCCC) in relation to the West Lisburn Development Framework and delivery of the Knockmore Link consistent with MLKDC's inclusion within the wider area.
- External Audit: An unqualified Audit Opinion from the NIAO in respect of the Annual Report and Accounts for 31 March 2023.
- Internal Audit: An overall assurance rating of Satisfactory for 2022/23 from Internal Audit.
- TEO Verification Visit: Undertaken by TEO officials to provide assurance that all expenditure incurred during 2022/23 was in accordance with TEO's direction. No issues of concern were identified or raised.

Performance against Business Plan Targets

- 4.3 These activities and achievements are reflected in MLKDC's performance against the 2023/24 Business Plan Targets, as assessed at 25 March 2024, summarised in Table 4.1 below.

Table 4.1 Performance against MLKDC's Business Plan Targets for 2023/24

RAG Status	Green	Green/Amber	Amber	Red
No Targets	9			0

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

Progress against Statutory Objects

- 4.4 Outputs achieved since the Corporation was established in September 2012, demonstrating the considerable progress despite the political uncertainty in recent years, include, but are not limited to the following:
- Site Remediation: 140 Ha (347 acre) site remediated and cleared to a standard suitable for a range of potential uses.
 - Development of Spatial Framework and Design Principles to facilitate regeneration.
 - Third party capital investment within the MLK site: of the order of £12m.
 - Indoor exhibition space: in excess of 13,500+ m² floor space developed.
 - Showgrounds: 22 Ha (55 acres) continued development of Balmoral Park by RUAS.
 - Attendance at Events by the Public: in excess of 1.2 million visits.
 - Public Footpath and Cycle Way: 800m constructed.
 - Internal Utilities: 5410m installed.

- New Entrance and Internal Roadways: 787m constructed/upgraded.
- Listed and Retained Buildings: Annual programme of H&S related capital works, maintenance and repairs to the former prison buildings.
- Scheduled Monuments: Programme of H&S related capital works maintenance, and repairs to the WW2 Hangars.
- Site Security, Maintenance and Estate Management Programme: including control of invasive species and other ground works.
- Continued stakeholder engagement.

4.4 A summary assessment of the contribution of these outputs against MLKDC's statutory objects (see 1.2 above) is set out in Table 4.1 overleaf. This assessment demonstrates that MLKDC, both directly, and indirectly through its partners (RUAS, UAS and AANI), has continued to deliver against its statutory objects. However, it is recognised that the overall rate of regeneration of the site has been significantly scaled back in the absence of ministerial agreement on the way forward for the site.

Table 4.1 Summary of MLKDC's Contribution to its Statutory Objects since 2012

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

5. OBJECTIVES

5.1 The Business Plan objectives for 2024/25 have been set to enable MLKDC to fulfil its current remit, as defined by TEO. These objectives are as follows:

- *To identify and explore possible options that could help to maximise the economic, historical and reconciliation potential of the site and inform the development of a regeneration strategy, with the aim of securing ministerial agreement on the way forward for MLK.*
- *To fulfil MLKDC's statutory and landowner responsibilities in relation to Health and Safety, estate management and the protection of the listed and retained buildings, and scheduled monuments, taking account of requirements relating to public access.*
- *To honour MLKDC's agreements with its tenants and occupiers⁵, supporting and facilitating them, as appropriate, in their activities and future planning.*
- *To ensure MLKDC fulfils its corporate responsibilities with good governance, propriety and regularity.*

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

⁵ These include, as of March 2024, RUAS, UAS and AANI.

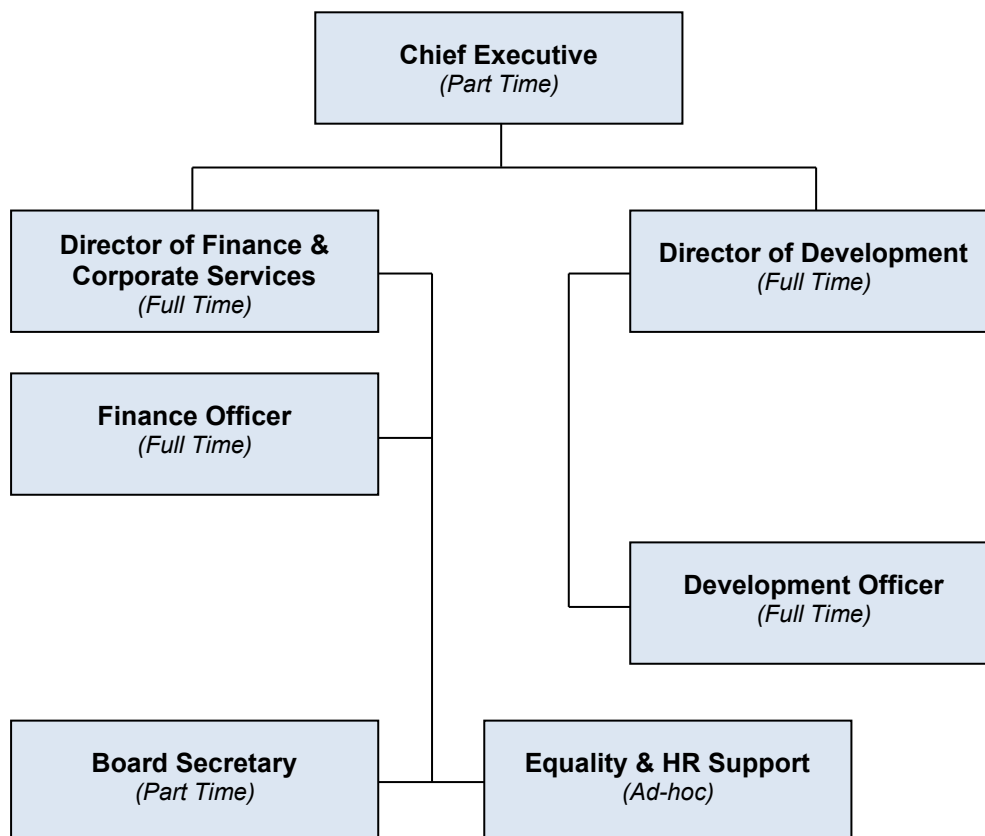
6. RESOURCES

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

Human Resources

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

Figure 6.1 Current Staff Structure



- 6.3 The above staff structure equates to approximately 5 FTE, but is augmented by further support drawn from a number of other organisations on an 'on call' basis, as required. These include:
- CPD: project management services and technical advice;
 - SIB: specialist support and advice, as appropriate; and
 - LPS: property services and valuation advice.
- 6.4 This approach, combined with the use of recruitment agencies to fill vacancies on a temporary or call off basis, reduces the dependence on full time permanent staff and on consultancy support, thereby controlling costs and allowing for a more reactive and flexible team. A summary of the staff numbers from 2013/14 through to 2024/25 is attached at Annex VI.

Financial Resources

- 6.5 The financial forecasts have been prepared on the basis of the estimated resources required to deliver the Business Plan objectives within the 2024/25 financial year. This includes the forecasts for both capital and resource funding, as described further below.
- 6.6 **Capital:** The capital funding forecast is driven by the need to ensure that: the site is secure and fit for purpose from an H&S perspective for safe public access; and that MLKDC meets its statutory requirements and landowner responsibilities in respect of listed and retained buildings and scheduled monuments. The scope of the planned capital works comprises of, but is not limited to, the following main elements:
- H&S capital works to WW2 hangars; this includes the restoration of the hangar doors, roof and annexes and further H&S priorities as advised by CPD.
 - H&S related and refurbishment works to elements of the building structures, element and fabric of the listed and retained buildings.
 - Site security and H&S related works, including that required to honour our obligations to RUAS under the Development Agreement.
- 6.7 **Resource:** the level of resource funding required reflects the following main elements:
- The running costs of MLKDC, including forward planning, business case preparation, and commissioning of specialist support from CPD, LPS and SIB, as required.
 - The recommended security requirement for a site of this significance and size.
 - The recommended maintenance works to prevent degradation of the listed and retained buildings on the site.
 - The management and essential maintenance, repairs and H&S work for the 347 acre site and buildings, in accordance with relevant guidance.
 - Compliance with statutory obligations, including H&S requirements eg legionella testing and asbestos management.
- 6.8 In addition to the above, MLKDC will seek to further maximise efficiencies and increase funding and income from other sources, for example, through car parking receipts, and temporary licences / meanwhile uses, in accordance with Managing Public Money NI, which confirms (at 7.11.2) that:
- When public bodies have assets which are not fully used but are to be retained, it is good practice to consider exploiting the spare capacity to generate a commercial return in the public interest. Any kind of public sector asset can and should be considered.*
- 6.9 MLKDC recognises the current challenging budget environment, and the associated financial constraints within the system. It is important therefore to note the position that MLKDC will face for the 2024/25 Financial Year. This is against the background of the 2023/24 budget, the revenue budget of which limited MLKDC's ability to commission specialist advice, for example, CPD and SIB, to support the development of business cases to plan for future development works and initiatives.
- 6.10 The opening budget, provided by TEO on 25th June 2024, is as follows:

2024/25 Resource and Capital Budgets

- 6.11 The initial resource and capital budget requirements are summarised below:

Table 6.1 Resource Budget Summary

RESEOURCE EXENDITURE 2024-25	£'000
Salaries	487
Current Expenditure	549
Receipts	(80)
	956
Depreciation	62
	1,018
Capital Spend	900
Capital Receipt	-
Net Capital Spend	900
Total	1,918
Cash Requirement	1,949

Table 6.2 2024/25 Resource Budget Breakdown

RESOURCE EXPENDITURE BREAKDOWN	£'000
Operational Expenditure:	
Staff & Board Costs	487
Internal Consultancy Costs	48
Professional Services	45
Estate Management	185
Communications and web development	11
Accommodation and IT Costs	82
Security	177
	1,036
Income & Recharges	(80)
Total Resource Budget	956
Depreciation	62
Total Resource Budget including Depreciation	1,018

Table 6.3 2024/25 Capital Budget Breakdown

Business Case Ref	Description	£'000
BC0255: Site Wide Cap Wks FY23-24 to FY26-27	Carry over from 2023/24 site wide health & safety minor Capital projects	120
	Gate Signs (site wide)	100
	Heritage Assets: Power supply to Compound 19 extended to Gate 6	75
	Heritage Assets – Hangars & Pill Boxes	120
	Heritage Assets - Asbestos removal	100
	Clearance & treatment of unsafe Lands	
	MLK Office Complex & Environs	
BC0254: Hangar Rear Doors	1st Tranche essential H&S Capital Works	385
TOTAL		900

6.12 A summary of resource and capital spend since 2013/14 through to 2023/24 is attached at Annex VI for the purposes of comparison.

7. ACTION PLAN

7.1 On the understanding that Ministerial approval will be received, Table 7.1 below sets out the Business Plan Targets, and associated indicators for 1 April 2024 to 31 March 2025. These are further cross referenced to the Draft PfG outcomes and indicators at Annex V.

Objective	Targets	Indicators
1. To identify and explore possible options that could help to maximise the economic, historical and reconciliation potential of the site and inform the development of a regeneration strategy, in line with the MLKDC Board's vision and concept.	1.1 Work with key stakeholders to further develop the Board's vision, and a road map, with supporting options that could contribute to the future development of MLK, or parts thereof.	<i>Biannual progress updates to the MLKDC Board.</i> <i>Development of business case for the appointment of an Integrated Consultant Team (ICT) for the Motorway Link Road (subject to budget availability).</i> <i>Update previous surveys, studies and assessments, as appropriate.</i>
2. To fulfil MLKDC's statutory and landowner responsibilities in relation to Health and Safety, estate management and the protection of the listed and retained buildings, and scheduled monuments, taking account of requirements relating to public access.	2.1 Ensure the site is safe and suitable for public access to RUAS, UAS and AANI, including temporary car parks on MLKDC land. 2.2 Maintain the listed and retained buildings and scheduled monuments appropriate to their current and planned usage. 2.3 Progress phased programme of H&S capital works for WW2 Hangars, per CPD advice.	<i>Completion of planned programme of H&S and other approved works by end March 2025.</i> <i>Complete annual review of MLKDC H&S Management Plan by 31.03.25.</i> <i>Complaints/ accidents / claims received during 2024/253 - measured by exception.</i> <i>Quarterly H&S Forum Meetings - minimum of 3 during 2024/25</i> <i>Completion of planned programme of works and investigations/surveys agreed with HED.</i> <i>Complete Review of business cases and commence delivery of the works within 6 weeks of final expenditure approvals, subject to budget availability.</i>

Objective	Targets	Indicators
3. To honour MLKDC's agreements with its tenants and occupiers, supporting and facilitating them, as appropriate, in their activities and future planning.	3.1 To ensure MLKDC and its tenants' honour their obligations under their respective agreements / licenses, including in respect to activities and events. While also responding to requests in a timely manner.	<p><i>Complete annual monitoring review of agreements.</i></p> <p><i>Make adjacent lands available for car parking for major events as requested by RUAS in 2024/25.</i></p> <p><i>Complete assessment of AANI base proposal.</i></p>
4. To ensure MLKDC fulfils its corporate responsibilities with good governance, propriety and regularity.	<p>4.1 Maintain effective governance, risk and financial control systems.</p> <p>4.2 Comply with Section 75 legislation in respect to Equality and Disability.</p>	<p><i>Review of Board committee structure and remits.</i></p> <p><i>Achieve budgeted expenditure, to a tolerance of 1.5%, during 2024/25.</i></p> <p><i>Comply with NICS Prompt Payment guidance during 2024/25.</i></p> <p><i>Annual Report and Accounts approved by December 2024 with a clean audit opinion.</i></p> <p><i>Satisfactory Internal Audit rating on internal audit reviews and Annual Assurance Statement.</i></p> <p><i>Collation of agreed data to establish baselines against which the performance of future outcomes focussed business plans can be assessed.</i></p> <p><i>Review of Corporate and Directorate risk registers on a regular basis (minimum quarterly).</i></p> <p><i>Ensure business cases and post project evaluations consider assessment and delivery of VFM.</i></p> <p><i>Maintain equality accreditation by screening policies and acting within Equality Scheme parameters during 2024/25.</i></p> <p><i>Delivery of actions as outlined in the Equality Action Plan (EAP) and Disability Action plan (DAP).</i></p>

Objective	Targets	Indicators
	4.3 Comply with legislation in respect of GDPR, Data protection and information management.	<i>Ensure continued compliance with GDPR legislation and Data Protection legislation (monitored by exception).</i> <i>Respond to FOI Queries in the required timeframe during 2024/25</i>
	4.4 Maintain an effective Audit and Risk Assurance Committee in support of the Governance Framework.	<i>Regular meetings (minimum quarterly) of the Audit and Risk Assurance Committee.</i>

8. MANAGEMENT, MONITORING AND RISK

Management Framework

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

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

(Note: A new Partnership Agreement between TEO and MLKDC is expected to be approved and implemented in 2024-25 that will update and replace the MSFM.)

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

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

The MLKDC Board

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

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

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

- The Audit and Risk Assurance Committee, to provide an opinion on assurance to stakeholders that MLKDC's financial and other control systems are operating effectively; and
- The Development Committee to review development activities (current and potential) on the site and the Spatial Framework.

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

Accounting Officer

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

Policies

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

Procedures

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

Management of Risk

- 8.10 MLKDC pursues a structured approach to the management of risk in line with best practice guidance, which includes maintaining both Corporate and Directorate risk registers. This process reinforces the link between risk management and the business planning and execution processes.
- 8.11 In summary, the key strategic risks currently identified include:
- **Regeneration of MLK Site:** MLKDC is unable to secure the regeneration of the MLK site, in accordance with Articles 16(1) and 16(2)(a)-(d) of the SIRS (NI) Order 2003 within a reasonable timescale.
 - **Corporate Governance:** The continuity and operation of the Board is adversely impacted due to vacancies on the MLKDC Board and delay in the appointment process.
 - **Security:** The security provided proves to be inadequate for the MLK site.
 - **Funding - Resource & Capital:** MLKDC do not receive the necessary budget to facilitate business plan objectives.

- **Infrastructure:** Future development of the MLK site will be constrained by the limitations of the surrounding roads network, and limited junction capacity.
- **Governance:** MLKDC fails to fully comply with its Governance Framework which includes, but is not limited to:
 - Legislation and policy including, Information Security, MPMNI and NIPPP.
 - TEO directions and guidance, including appointments.
 - MSFM / Draft Partnership Agreement.
 - Internal policies and procedures.
 - Failure to live within budget allocations.

- 8.12 A future risk to MLKDC is the management of expectations and activities when agreement to progress development activities on the site is reached. MLKDC is currently operating with minimal budgets and resources and there will be a significant lead time in order to secure the appropriate staff, resources and contracts in order to commence development and delivery on the site.
- 8.13 These risks will continue to be monitored by the Board at Corporate level and the Audit and Risk Assurance Committee will continue to monitor both the Corporate and Directorate risks and registers on regular basis to ensure that they are mitigated as far as is practicable within current constraints.
- 8.14 The Chief Executive also provides TEO with an Assurance Statement on Internal Control on a quarterly basis.

9. ASSUMPTIONS AND DEPENDENCIES

Assumptions

- 9.1 A number of assumptions have been made in the development of the MLKDC Business Plan, which in themselves represent risks and uncertainties that need to be managed. As noted previously, MLKDC is operating within a significantly constrained framework, particularly in relation to resources, which influence its ability to achieve both its statutory objects and business plan objectives. The issues are monitored by the Board and management team, and plans and activities will be adjusted accordingly, where required.
- 9.2 TEO establishes the level of resource available to MLKDC. In the absence of an opening budget allocation for 2024/25, MLK assumed Resource Funding in line with 3 scenarios. However, on 25th June 2024, TEO confirmed the opening budget, and it is on this budget that the Business Plan 2024-25 is provided. .
- 9.3 The capital budget from TEO has been based on a proposed schedule of works which satisfy MLKDC's health & Safety and Statutory and Landowner responsibilities.
- 9.4 Notwithstanding the above, MLKDC is tasked by TEO to fulfil its statutory obligations, including with respect to H&S. CPD has identified a programme of essential H&S works for the WW2 hangars, concluding in its most recent report (June 2017) that:

'The longer the building remains without repairs being carried out the greater the risk that a failure will occur. It is therefore imperative that repairs are programmed without delay in the interests of public safety.'

Dependencies

- 9.5 The successful regeneration of MLK is dependent on political agreement on the way forward, in the absence of which, this Business Plan can only deliver minimal incremental progress towards that goal. Even achieving that is dependent on some level of acceptance of the activities set out in this Plan.
- 9.6 MLKDC is currently operating with minimal staff resources. The ability of MLKDC to deliver on its Business Plan objectives is dependent on its ability to retain the core team.

ANNEX I BOARD MEMBERSHIP¹

MEMBER	ROLE	INITIAL APPOINTMENT²
Vacant	Chairman	
Mr Mark Adrain	Non-Executive Board Member	October 2023 ³
Mrs Diana Fitzsimons	Non-Executive Board Member	October 2023
Ms Áine Gallagher	Non-Executive Board Member	October 2023
Mr Kevin Gamble	Non-Executive Board Member	October 2023
Prof Cathy Gormley-Heenan	Non-Executive Board Member	October 2023
Mr Maurice Johnston	Non-Executive Board Member	October 2023

Notes:

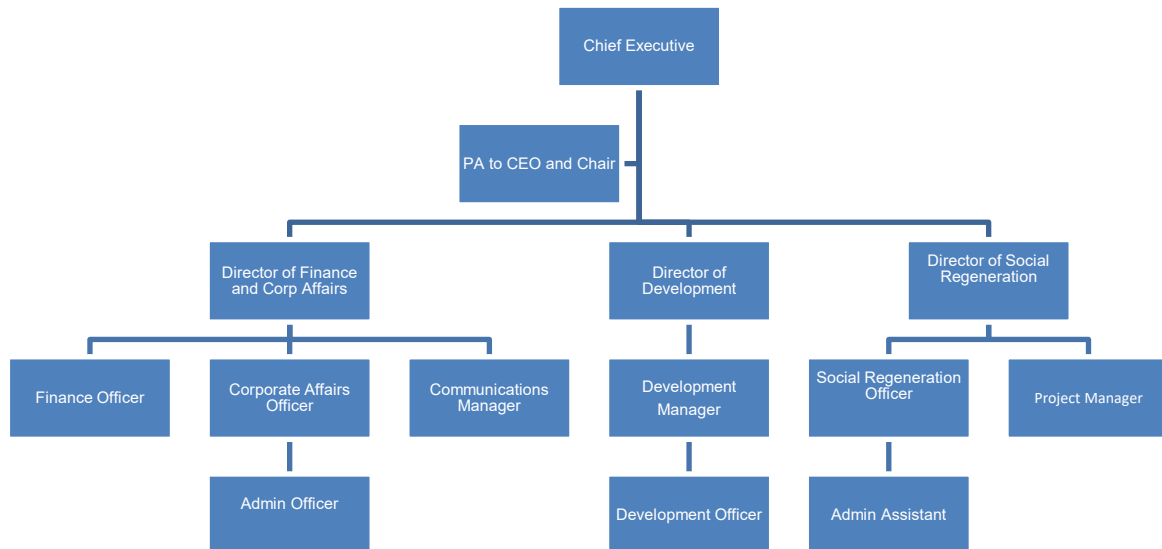
- 1 Membership of the MLKDC Board, as of 31 January 2024.*
- 2 There are currently four vacant Board positions, in addition to the vacant chairman's role. Steps to fill these vacancies are the responsibility of TEO.*
- 3 Resigned September 2024.*

ANNEX II BUSINESS PLAN STATUS SUMMARY

Business Plan	Status	Comment
2012/13 Business Plan	Approved	Ministerial approval confirmed (25.03.13).
2013/14 Business Plan	Draft – No ministerial approval received.	Approval received from OFMDFM (now TEO) for spend in period.
2014/15 Business Plan	Approved	Ministerial approval confirmed (02.04.15).
2015/16 Business Plan	Approved	Ministerial approval confirmed (12.02.16).
2016/17 Business Plan	Draft	TEO authority received to operate in line with Business Plan objectives (05.04.16).
2017/18 Business Plan	Agreed	Formally agreed by TEO (02.03.18).
2018/19 Business Plan	Approved	TEO Departmental Board approval confirmed (20.04.18).
2019/20 Business Plan	Approved	TEO Departmental Board approval confirmed (5.07.19).
2020/21 Business Plan	Approved	Approved by Ministers 23 February 2021.
2021/22 Business Plan	Draft	No response to Business Plan submission as of 27/01/21. Updated to reflect confirmed opening budget position and resubmitted 29 April 2021.
2022/23 Business Plan	Draft	No response to Business Plan submission as of 25/01/22. Updated to reflect confirmed opening budget position and resubmitted 13 May 2022.
2023/24 Business Plan	Draft	Awaits approval to Business Plan submission as of 04/04/2024.

ANNEX III APPROVED STAFF STRUCTURE

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



ANNEX IV MLKDC STATUTORY OBJECTS AND DRAFT PFG OUTCOMES

MLKDC Statutory Objects mapped to Draft PfG Outcomes and Indicators

Statutory Object:	PFG Outcome	PfG Indicator
To secure the regeneration of the MLKDC Site by:		
1. Bringing land and buildings into effective use.	<p>PF1: Our children and young people have the best start in life</p> <p>PFG2: We live and work sustainably – protecting the environment.</p> <p>PFG3: We have an equal and inclusive society where everyone is valued and treated with respect.</p> <p>PFG9: People want to live work and visit here.</p>	<p>Biodiversity (% of protected area under favourable management).</p> <p>% of the population who believe their cultural identity is respected by society.</p> <p>Total spend by external visitors.</p>
2. Encouraging public and private investment and the development of industry and commerce.	<p>PFG5: Everyone can reach their potential.</p> <p>PFG6: Our economy is globally competitive, regionally balanced and carbon-neutral.</p> <p>PFG9: People want to live work and visit here.</p>	<p>Economic inactivity rate.</p> <p>Total spend by external visitors.</p>
3. Creating an attractive environment.	<p>PFG2: We live and work sustainably – protecting the environment.</p> <p>PFG3: We have an equal and inclusive society where everyone is valued and treated with respect.</p> <p>PFG7: Everyone feels safe- we all respect the law and each other.</p> <p>PFG9: People want to live work and visit here.</p>	<p>Biodiversity (% of protected area under favourable management).</p> <p>% of the population who believe their cultural identity is respected by society.</p> <p>Total spend by external visitors.</p>
4. Ensuring that social, recreational, cultural and community facilities are available.	<p>PFG1: Our children and young people have the best start in life.</p> <p>PFG3: We have an equal and inclusive society where everyone is valued and treated with respect.</p> <p>PFG7: Everyone feels safe- we all respect the law and each other.</p> <p>PFG9: People want to live work and visit here.</p>	<p>% of the population who believe their cultural identity is respected by society.</p> <p>Total spend by external visitors.</p>

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

Business Plan Objective	Associated Activity	Associated PFG Outcome	Relevant PFG Indicators
1 To identify and explore possible options that could help to maximise the economic, historical and reconciliation potential of the site and inform the development of a regeneration strategy, in line with the MLKDC Board's vision and concept.	Engagement with stakeholders and the North South Exchange programme to develop possible options that would maximise the potential of the site and help inform decisions on the way forward for the MLK site.	<i>PFG3: We have an equal and inclusive society where everyone is valued and treated with respect.</i> <i>PFG6: Our economy is globally competitive, regionally balanced and carbon-neutral.</i> <i>PFG7: Everyone feels safe – we all respect the law, and each other.</i>	<i>% of the population who believe their cultural identity is respected by society.</i> <i>Employment rate by council area.</i>
2. To fulfil MLKDC's statutory and landowner responsibilities in relation to Health and Safety, estate management for the entire site and the protection of the listed and retained buildings, and scheduled monuments, taking account of requirements relating to public access.	Site Maintenance works and associated activities, including: <ul style="list-style-type: none"> • Conservation and management of listed and retained buildings and scheduled monuments. • Control of invasive species. • Essential safety H&S works. 	<i>PFG2: We live and work sustainably – protecting the environment.</i> <i>PFG3: We have an equal and inclusive society where everyone is valued and treated with respect.</i> <i>PFG6: Our economy is globally competitive, regionally balanced and carbon-neutral.</i>	<i>Bio diversity (% of protected area under favourable management).</i> <i>% of the population who believe their cultural identity is respected by society.</i> <i>Employment rate by council area.</i>

Business Plan Objective	Associated Activity	Associated PfG Outcome	Relevant PfG Indicators
3. To honour MLKDC's agreements with its tenants and occupiers, supporting and facilitating them, as appropriate, in their activities and future planning.	Working with RUAS, UAS and AANI and other stakeholders in relation to the planning and management of the Balmoral Show and other events and activities. Site maintenance works and essential Health and Safety works.	<i>PFG1: Our Children and young people have the best start in life.</i> <i>PFG3: We have an equal and inclusive society where everyone is valued and treated with respect.</i> <i>PFG4: We all enjoy long, healthy, active lives.</i> <i>PFG6: Our economy is globally competitive, regionally balanced and carbon-neutral.</i> <i>PFG9: People want to live, work and visit here.</i>	<i>Employment rate by council area.</i> <i>% the population who believe their cultural identity is respected by society.</i> <i>Total spend by external visitor.</i>
4. To ensure MLKDC fulfils its corporate responsibilities with good governance, propriety and regularity.	Governance and internal controls, and building confidence with external stakeholders.	<i>PFG3: We have an equal and inclusive society where everyone is valued and treated with respect.</i> <i>PFG6: Our economy is globally competitive, regionally balanced and carbon-neutral.</i> <i>PFG7: Everyone feels safe – we all respect the law, and each other.</i>	<i>Employment rate by council area.</i> <i>% the population who believe their cultural identity is respected by society.</i>

ANNEX VI: LONG TERM TRENDS

