

# **Maze Long Kesh Development Corporation**

**Annual Report and  
Accounts 2024-25**



MazeLongKesh



**MAZE LONG KESH DEVELOPMENT CORPORATION**

**ANNUAL REPORT AND ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

*Laid before the Northern Ireland Assembly under  
Paragraphs 17(5) and 19(2) of Schedule 1 to the Strategic Investment and Regeneration of Sites (Northern  
Ireland) Order 2003 by The Executive Office.*

*on*

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Any enquiries related to this publication should be sent to us at Maze Long Kesh Development Corporation, 94 Halftown Road, Lisburn, County Antrim, BT27 5RF or email **[contact@mazelongkesh.com](mailto:contact@mazelongkesh.com)**.

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## **CHAIR'S INTRODUCTION**

We first met as the Board of the Maze Long Kesh Development Corporation (MLKDC) in February 2024 and have diligently carried out our duties in the absence of full Board membership and a permanently appointed Chair.

We inherited a vision for the Maze Long Kesh (MLK) site in the form of a Spatial Framework which was approved in 2013. We believe that this Framework is still valid today but needs refreshed after more than a decade to ensure that the market is still there for the different future land uses identified in the document.

We very much endorse the vision of a mixed-use, high quality regeneration scheme for the 350 acre MLK site, bringing jobs and social benefit to the local community and to the region as a whole. Both Lisburn and Castlereagh City Council (LCCC) and relevant government departments recognise the site's strategic significance and prime location on the North/South economic corridor.

We are fully aware of the political sensitivities involved and the need to build a broad consensus on the way forward for the regeneration of the site including its retained buildings. We acknowledge the need for both consensus and confidence building in order to be able to obtain the funding required to attract future economic development and community facilities to the site.

In the first instance, we recognise that an adequate road connection to the site is an early priority. While this will take a number of years to reach the delivery stage, this infrastructure is required for the ongoing and planned activities of tenants already established on the site and will also assist with future plans for economic regeneration. We believe that the planned private sector development of substantial housing and employment facilities at Blaris, west of Lisburn, and the related delivery of the Knockmore Link Road to the M1 motorway complements and facilitates what could be developed on the MLK site.

This reporting year we have continued to focus on site management and health & safety tasks that could impact a variety of users of the site - staff, tenants and visitors - and on essential maintenance works, as directed by The Executive Office (TEO).

We also continue to engage with key stakeholders, including LCCC, and we maintain good relations with our tenants, seeking to support them in their endeavours. The Royal Ulster Agricultural Society (RUAS), the Ulster Aviation Society (UAS) and Air Ambulance NI (AANI) bring cross community activity to the site and attract a diverse range of visitors. They demonstrate what could be achieved elsewhere on the MLK site for the benefit of all of Northern Ireland society.

RUAS moved to the site in 2013 and have completed a variety of developments to include the Eikon Exhibition Centre, Logan Hall, The Annex, The Fold, state of the art showgrounds and other associated facilities, used year-round. It is a charity and currently organises many events each year

at the MLK site, with the Balmoral Show considered the prime agri-food event in Northern Ireland, attracting some 122,000 visitors in May 2024 from all over Ireland and the UK.

UAS is also a charity whose primary aim is to further public education in the history of aviation. It preserves our aviation heritage, runs an aviation museum out of two WWII hangars on the MLK site and has educational outreach programmes. The hangars contain an unrivalled collection of aircraft and this year there was record breaking attendance during the two European Heritage Open Days in September 2024.

AANI is also a charity and in partnership with the Northern Ireland Ambulance Service (NIAS), has operated out of a temporary base at the MLK site since 2017. Doctors and paramedics provided by NIAS fly on board AANI's helicopter seven days a week bringing advanced clinical interventions, treatments and care to patients before reaching hospital. We are continuing positive discussions with AANI in relation to their desire to create a permanent base at MLK, as this is an essential medical service for all of our society.

In terms of good governance which the Board sees as fundamental, we conducted regular assessments of risks and their mitigation over the year and received satisfactory assurance from our auditors for a range of internal audit reports. Despite severe funding restraints we delivered an on-target budget performance at year end. During the year we were pleased to secure unqualified accounts for the year ending March 2024.

The Board has been well supported and advised by our Interim Chief Executive and Directors who, despite the uncertainty affecting the site, are tenacious in seeking to fulfil the currently restricted remit of MLKDC and remain optimistic about the development potential of the site. At the time of preparing this report, the Chair has not been appointed by TEO. Kevin Gamble and I have therefore agreed to rotate the Chair's role.

We remain committed to working towards ensuring the social and economic potential of the site can be realised when a political solution is reached. We are grateful for the guidance and support given to us by TEO officials.



**Diana Fitzsimons**  
**Rotating Chair**

**12 September 2025**



## **OVERVIEW**

The purpose of this Chief Executive's Statement is to provide a description of MLKDC, its purpose, the key risks to the achievement of its objectives, and how it has performed during the year ended 31 March 2025.

### **Chief Executive's Statement**

I am pleased to present the 2024-25 Annual Report and Accounts for MLKDC.

I and my operational colleagues continue to fulfil MLKDC's responsibilities, within parameters set by TEO which are required to take into account the lack of Ministerial agreement on the future regeneration of the site. Our focus has therefore been on delivering the strategic objectives which are detailed in the Business Plan Monitoring Section below.

As both Acting Up Interim Chief Executive and Accounting Officer (from April 2025), I am committed to achieving the highest standards of good governance, financial management and accountability for what is a truly amazing opportunity for future generations to benefit from. I would like to acknowledge the support and commitment of our small team of staff during a challenging year and also the continuing support of TEO sponsor team, Construction and Procurement Delivery (CPD) and Strategic Investment Board Limited (SIB) advisors.

Significant challenges have been presented to us over this reporting period, to include budgetary pressures on the wider public purse. Due to the constraints within our remit, we have been operating without a full complement of Board Members and permanent Chair, and I would like to thank our current Board Members for their additional help, support and guidance through this period as a consequence of this reduced cohort.

It is against this background that I am pleased to report that MLKDC has continued to fulfil its responsibilities and successfully delivered eight of the nine targets, with one target partially met, in our 2024-25 Business Plan.

We pride ourselves in continuing close stakeholder relationships with tenants and occupiers on our site and as such we are pleased to report:

- RUAS held its showcase event, the Balmoral Show, at the MLK site May 2024, to great success, with some 122,000 visitors;
- RUAS are growing their events business and have announced significant new event operators;
- UAS continues to grow and had its most successful year to date, with 13,200 visitor attendance reported for this reporting period, up 45% on last year, as well as planning for the arrival of additions to its collection;

- AANI continues to fulfil its function of providing an essential emergency medical response for the benefit of the whole community. In 2024-25 the Air Ambulance was tasked 585 times and altogether has been tasked 4,785 times since 2017. As a consequence of its success at the MLK site the trustees now wish to consider our site as its permanent home; and
- In the context of the landowner of one of the largest and most significant public sector sites in Northern Ireland, we continue to be cognisant of our health and safety and management responsibilities. As such, we have carried out a series of maintenance/management works within the site over this reporting period, in order to achieve compliance.

Having been involved with the MLK site for over 10 years, I remain convinced of its exceptional potential as a transformational and inspirational project, capable of delivering unprecedented social and economic value that will provide a lasting benefit for many future generations.

In looking forward, I therefore recognise it is impossible to overstate the importance of securing agreement on the way forward for the site if, building on our Board's vision and strategy, its significant potential is to be realised. I am committed to continuing MLKDC's engagement with stakeholders to support this objective.



**Neil McIvor  
Acting Up Interim Chief Executive**

**12 September 2025**

## The Purpose and Activities of MLKDC

MLKDC is a Statutory Body under the Strategic Investment and Regeneration of Sites (NI) Order 2003, hereafter referred to as the SIRS Order. Legislation<sup>1</sup> establishing the Corporation was made on 1 June 2011 and the Corporation became operational on the appointment of a Chairman and Board on 10 September 2012. MLKDC functions as an executive Non-Departmental Public Body (NDPB), sponsored by TEO.

The object of the Corporation as defined in the SIRS Order, under Article 16, is to '*secure the regeneration of the site*' - to be achieved by the following means, as appropriate to the site;

- (a) bringing land and buildings into effective use;
- (b) encouraging public and private investment and the development of industry and commerce;
- (c) creating an attractive environment; and
- (d) ensuring that social, recreational, cultural and community facilities are available.

Following the establishment of MLKDC, early activities and achievements included:

- Publication of a Spatial Framework to aid future development;
- Ground remediation to address legacy ground contamination issues; and
- Relocation of the Balmoral Show to MLKDC, with the development of 55 acres (22.26 hectares) as a showground by the RUAS.

However, since August 2013, with the lack of Ministerial agreement on the future development of the site, the activities of MLKDC have been guided by parameters set by TEO. These have largely limited activities to essential maintenance and Health and Safety works, to maintain the site in fulfilment of our statutory responsibilities, as landowner and landlord. This has also impacted on the structure of the organisation, with staffing resources being limited to a skeletal structure of a temporary and part time nature.

In these circumstances the requirement for a Corporate Plan has been suspended. MLKDC's activities have therefore been formulated on the basis of an annual Business Plan and supporting action plan.

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<sup>1</sup> The Strategic Investment and Regeneration of Sites (Maze/Long Kesh Development Corporation) Order (Northern Ireland) 2011.

The objectives as set out in the 2024-25 Business Plan were as follows:

- To identify and explore possible options that could help to maximise the economic, historical and reconciliation potential of the site and inform the development of a regeneration strategy, in line with the MLKDC Board's vision and concept;
- To fulfil MLKDC's statutory and landowner responsibilities in relation to Health and Safety, estate management and the protection of the listed and retained buildings, and scheduled monuments, taking account of requirements relating to public access;
- To honour MLKDC's agreements with its tenants and occupiers<sup>2</sup>, supporting and facilitating them, as appropriate, in their activities and future planning; and
- To ensure MLKDC fulfils its corporate responsibilities with good governance, propriety and regularity.

In addition to essential maintenance and Health and Safety works, MLKDC continued to support RUAS in the phased development of their showgrounds (now known as Balmoral Park), as provided for under the Development Agreement between the parties.

AANI also continues the operation of their Helicopter Emergency Medical Service (HEMS) in partnership with the NIAS. This has provided a fast response doctor led service responding to medical emergencies. Between July 2017 and 31 March 2025, AANI had been tasked on over 4,785 occasions, with 585 tasks being undertaken during 2024-25.

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<sup>2</sup> These include RUAS, UAS and AANI

## **Principal Risks and Uncertainties**

Risk is managed proactively by MLKDC through a systematic process of identification, mitigation and elimination, where possible.

Relevant internal control considerations, including any issues of risk are taken into account with regard to the achievement of MLKDC's aims and objectives, and where necessary are brought to the attention of TEO.

There remained two key challenges in 2024-25, with the first again being the delivery of MLKDC's Health and Safety responsibilities within the restricted budget available. MLKDC has mitigated the risks in this area by working efficiently, proactively monitoring areas of concern and prioritising budgets to ensure the wellbeing of staff, tenants and visitors to the site.

The second related to governance and in particular the reduced Board members' appointments, Chair and the appointment of new Board members by TEO. The Board reduced from six to four members within the year, due to two resignations, thus impacting on the Board's available expertise and availability.

Throughout the year MLKDC continued to focus on the mitigation of risks in the following areas:

- Regeneration of the MLK site;
- Governance;
- MLKDC Heritage Assets;
- Site Security;
- Cyber Security; and
- Funding.

## **Going Concern**

A 2025-26 Opening Budget was provided for in March 2025 with limited funding that restricts the Corporation fulfilling its objectives, but allows the Corporation to assume Going Concern. Further, TEO confirmed in correspondence dated 8 April 2025, that it expects MLKDC to be operational for the foreseeable future and that it is appropriate to prepare the accounts for 2024-25 on a going concern basis.

## **Performance Summary**

During the year MLKDC monitored and reviewed its performance against a set of Business Plan targets that were developed during the annual business planning process. As at 31 March 2025, eight of the nine targets were achieved, with one target partially met.

## **PERFORMANCE ANALYSIS**

### **Introduction**

MLKDC is financed from TEO's Departmental Expenditure Limit (DEL) for normal operating costs and TEO's Annually Managed Expenditure (AME) for impairments of assets. During the year MLKDC has used a range of methods of performance monitoring, such as financial reporting, Business Plan monitoring (aligned to the 2024-25 Business Plan Objectives), Risk Registers and Assurance Statements.

### **Financial Performance**

#### **Statement of Comprehensive Net Expenditure**

Total expenditure for the year excluding asset impairment, depreciation and amortisation has decreased by £2,708k from £4,205k to £1,497k.

This decrease is attributable in the main to the impact of a change in the accounting treatment of Assets under Construction (AUC) during the prior year (2023-24). This change led to a significant reclassification of assets in the balance sheet from AUC to land and buildings.

#### **Statement of Financial Position**

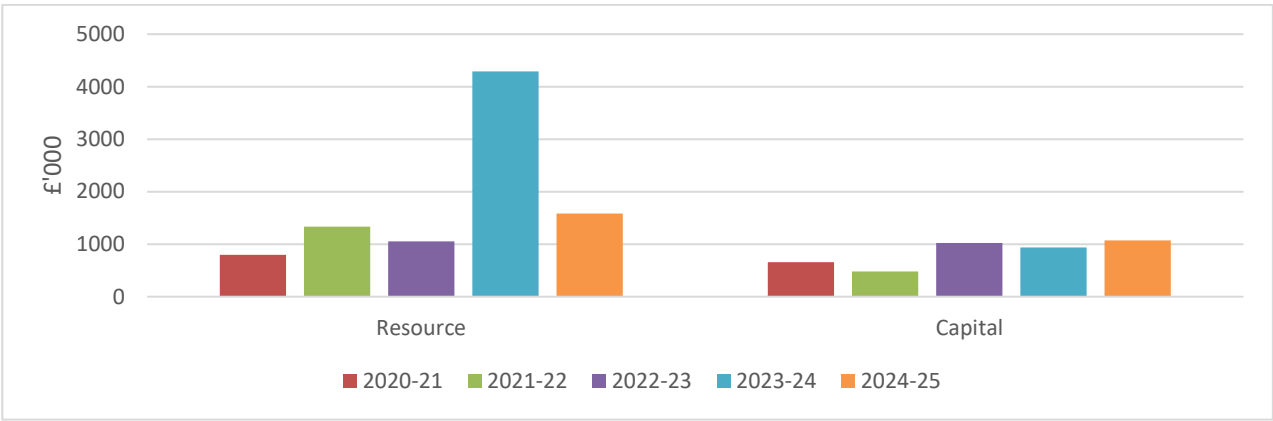
Non-current assets at the year-end were £7,979k (2023-24: £7,347k), an increase of £632k on 2023-24. This increase was due to AUC additions of £1,075k less disposals of £229k, together with revaluation and indexation of £129k and the depreciation adjustment of £85k. Working Capital has decreased by £14k from £101k to £87k.

#### **Financial Highlights for the Period**

MLKDC has a well-established suite of financial policies and procedures that address areas of risk as well as operational efficiency and effectiveness of the Corporation. This resulted in an overall satisfactory assurance rating in the areas examined by Internal Audit to 31 March 2025 and certification of 2023-24 MLKDC Financial Statements by the Northern Ireland Audit Office (NIAO) with an unqualified audit opinion.

#### **Long-term Expenditure Trends**

Resource and capital spend for the last five years has been as follows:



The Resource spend in 2023-24 was significantly higher than other years due to the reduction in value of land and buildings following their reclassification from AUC, the impact of which had been charged to Net Expenditure.

Non-Financial Performance

Business Plan Monitoring

Key priorities for the Corporation are identified in the annual Business Plan for 2024-25 with nine Business Plan targets identified in line with the Corporation’s core objectives.

The achievement of these Business Plan targets was monitored throughout the year and performance was reported to the Board and TEO quarterly. MLKDC achieved eight of the nine targets by 31 March 2025.

These Business Plan targets were time bound and measurable activities used to assess performance and delivery of the strategic objectives.

Anti-corruption and anti-bribery matters

There were no allegations of corruption or bribery raised during 2024-25. MLKDC continues to strengthen its anti-corruption and anti-bribery arrangements through the sharing of best practice with TEO and other Arm’s Length Bodies (ALBs).

Freedom of Information

As a Public Authority, MLKDC is committed to openness and transparency through compliance with the Freedom of Information Act 2000. MLKDC has an explicit control system to meet its responsibilities under Freedom of Information. The control system has been established to ensure appropriate handling of data and information used for operational and reporting purposes. In 2024-25 MLKDC received two (2023-24: one) Freedom of Information requests, responding within 20 working days.

### **Information Assurance and Management**

MLKDC is required to report on personal data related incidents. Within its governance framework, MLKDC has an explicit control system to meet its responsibilities under Information Assurance and Management and General Data Protection Regulations (GDPR). The control system has been established to ensure appropriate handling of personal data and information used for operational and reporting purposes through the development of an appropriate strategy and policy. MLKDC will continue to monitor and assess its information risks to identify and address any weakness and ensure continuous improvement of its systems. There were no data breaches recorded within the reporting period.

### **Complaints Handling**

MLKDC is required to disclose its approach to complaints handling. MLKDC seeks a positive public perception of its aims and activities. It is open and responsive to suggestions about and criticism of the ways it conducts its business. To this end, any complaint received will be treated courteously, promptly and effectively, on a confidential basis.

MLKDC has a complaints policy and procedure for dealing with complaints from the public or other third parties available on request by contacting:

Maze Long Kesh Development Corporation  
 94 Halftown Road  
 Lisburn  
 BT27 5RF  
 +44 (0)28 9250 1806  
 contact@mazelongkesh.com

No complaints were received by MLKDC during 2024-25 (2023-24: nil).

### **Payments to Suppliers**

MLKDC is committed to the prompt payment of bills for goods and services received in accordance with the British Standard for Achieving Good Payment Performance in Commercial Transactions (BS 7890), and with the Late Payment of Commercial Debts (Interest) Act 1998 as amended. MLKDC follows 'Dear Accounting Officer' (DAO) letter 12/08 "Supporting Businesses Prompt Payment of Invoices" which introduced a prompt payment target of ten days, with effect from December 2008.

<b>Prompt Payment Table</b>	<b>2024-25</b>	<b>2023-24</b>
Total value of invoices paid	1,537k	2,121k
Total number of invoices paid within 10 days	394	407
% of invoices paid within 10 days	100%	100%



## **Equality**

MLKDC has a statutory obligation under Section 75 and Schedule 9 of the Northern Ireland Act 1998 to ensure that it carries out its various functions having due regard to the need to promote equality of opportunity between nine social categories, including persons of different religious belief, political opinion, racial group, age, marital or civil partnership status, sexual orientation, gender (including gender reassignment), persons with/without a disability or persons with/without dependants. It is also required to have regard to the desirability of promoting good relations between persons of different religious belief, political opinion, or racial group.

These statutory duties are implemented through the Corporation's Equality Scheme and Equality Action Plan which shows how MLKDC proposes to fulfil these duties. MLKDC is committed to screening all relevant policies and projects for equality impact assessment and to publicise our work in this regard. The Equality Action Plan was reviewed in 2025 and has been submitted to the Equality Commission for Northern Ireland (ECNI) in August 2025.

The Director of Finance and Corporate Services is responsible for ensuring ongoing compliance in this area and reports periodically to the Executive Team and MLKDC Board.

## **Disability Action Plan**

MLKDC is committed to ensuring that it promotes positive attitudes towards people with a disability and encourages participation by disabled people in public life when it is in a position to do so. The organisation's policies and practices comply with the requirements of the Disability Discrimination Act 1995. The Disability Action Plan was last submitted to ECNI in 2019. It will be reviewed again in late 2025. Progress against the Disability Action Plan is also reviewed as part of the annual Section 75 progress report and reported to ECNI.

## **Environmental, Social and Community Responsibility**

MLKDC is committed to the promotion of environmental, social and community responsibility and works closely with local residents regarding traffic management plans for events on the MLK site.

## **Health and Safety**

MLKDC is committed to applying all existing Health and Safety at work legislation and regulations to ensure staff and visitors enjoy the benefits of a safe environment.

## **Sustainability Report**

MLKDC is committed to ensuring that sustainable development is an integral part of its business. Sustainability measures include:

- Waste management – increased emphasis on reduction, recycling and re-use;
- Installation of sustainable drainage systems; and

- Reducing our contribution to climate change in terms of energy consumption and related CO2 emissions.

A handwritten signature in black ink, appearing to read 'Neil McIvor', with a stylized flourish at the end.

**Neil McIvor**  
**Acting Up Interim Chief Executive**

**12 September 2025**

## CORPORATE GOVERNANCE REPORT

The purpose of the corporate governance report is to explain the composition and organisation of MLKDC's governance structures and how they support the achievement of MLKDC's objectives.

### DIRECTORS' REPORT

The Board presents the Corporate Governance Report and the Financial Statements for the year ended 31 March 2025.

#### MLKDC Board

The Board supports the delivery of effective corporate governance and operates within best practice guidelines set out in the '*Corporate Governance Code of Good Practice (NI)*' issued under DAO (DoF) 02/25 in February 2025. The Board takes an objective long-term view of the business of the organisation, leading its strategic planning process and supporting the Accounting Officer in meeting its corporate governance responsibilities. The Board is supported by the Executive Team.

TEO appointed six new Board members with effect from 30 October 2023. The Development Corporation's founding legislation, The Strategic Investment and Regeneration of Sites (SIRS) Order (Northern Ireland) 2011, provides for the appointment of a Board Chair and ten Board members. At the time of preparing this report, no Chair has been appointed by TEO. Current Board members have therefore agreed to rotate the Chair's role between meetings. It is also understood TEO is considering the timing of filling the Chair and remaining Board vacancies. During 2024-25, two of the six board members resigned, as outlined below:

During 2024-25 the MLKDC Board consisted of the following members:

MLKDC BOARD
Mark Adrain <i>(resigned September 2024)</i>
Diana Fitzsimons
Kevin Gamble
Aine Gallagher <i>(resigned March 2025)</i>
Cathy Gormley-Heenan
Maurice Johnston

The Board has the structures in place for a number of committees, including an Appointments and Remuneration Committee which has not been active since 2017 but for which the new Board is currently considering the reconstitution. In the reporting period the following committees met:

- Audit and Risk Assurance Committee; and
- Development Committee.

The following board members were also members of the Audit and Risk Assurance Committee and the Development Committee:

<b>Audit and Risk Assurance Committee</b>
Aíne Gallagher <i>(resigned March 2025)</i>
Kevin Gamble
Cathy Gormley-Heenan

<b>Development Committee</b>
Mark Adrain <i>(resigned September 2024)</i>
Diana Fitzsimons
Maurice Johnston

During 2024-25 the MLKDC Executive Team consisted of the following:

<b>Chief Executive and Executive Team</b>	
Bryan Gregory	Interim Chief Executive
Neil McIvor	Director of Development <i>(Acting Up Interim Chief Executive from April 2025)</i>
Mark Smyth	Director of Finance and Corporate Services <i>(from November 2024)</i>
Rachael McCarthy	Director of Finance and Corporate Services <i>(to November 2024)</i>

## **Register of Interests**

No member of the Board or Executive Team has declared any position outside MLKDC which may have conflicted with their responsibilities to MLKDC.

The register of interests is available for public inspection by contacting MLKDC, 94 Halftown Road, Lisburn, BT27 5RF.

## **Personal Data Related Incidents**

There were no personal data related incidents during the year.

## **Political Donations and Expenditure**

MLKDC did not make any political donations in this financial year.

## **Auditor**

The Comptroller and Auditor General is the external auditor of MLKDC. There were no payments made to the NIAO in the year in respect of non-audit work (2023-24: Nil).

## STATEMENT OF THE BOARD AND ACCOUNTING OFFICER'S RESPONSIBILITIES

Under Section 17 of the Strategic Investment and Regeneration of Sites (NI) Order 2003, TEO (with approval from Department of Finance (DoF)) has directed MLKDC to prepare, for each financial year, a statement of accounts in the form of and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of MLKDC and of its income and expenditure, statement of financial position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the *Government Financial Reporting Manual* (FReM) and in particular to:

- Observe the Accounts Direction issued by TEO with the approval of DoF, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts;
- Prepare the accounts on a going concern basis; and
- Confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer of TEO has designated the Acting Up Interim Chief Executive as the Accounting Officer of MLKDC. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding MLKDC's assets, are set out in Managing Public Money Northern Ireland (MPMNI) published by the Department of Finance (DoF).

As Accounting Officer, I have taken necessary steps to make myself aware of any relevant audit information and to establish that the NIAO are aware of that information. So far as I am aware, there is no relevant audit information of which the auditor is unaware.

## **GOVERNANCE STATEMENT**

### **Introduction**

This Governance Statement is given in respect of MLKDC's Accounts for 2024-25 and comprises two broad elements. Firstly, the Statement sets out the governance framework, identifying responsibilities and explains the functions of its constituent elements. Secondly, the Statement reports my assessment as Accounting Officer of the effectiveness of the framework during the reporting period.

### **The Purpose of the Governance Framework**

The purpose of the Governance Statement is to report publicly on the extent to which MLKDC complies with its code of governance, including how it has monitored and evaluated the effectiveness of governance arrangements in the period. The process of preparing the Governance Statement itself adds value to the effectiveness of the corporate governance and internal control framework.

### **Overview of the Governance Framework**

The governance framework comprises the systems, processes, culture and values, by which MLKDC is directed and controlled.

The system of internal control is a significant part of this framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk with respect to achieving MLKDC's aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

The governance framework described below has been in place in MLKDC during the year ending 31 March 2025. It comprises:

- The Board;
- The Accounting Officer;
- The Audit and Risk Assurance Committee;
- The Internal Audit function; and
- The External Audit function.

These organisational structures, together with an overview of their responsibilities and performance in the period, are explained in the relevant sections below.

The framework also includes a number of additional elements that contribute to the effective governance of the organisation.

These comprise:

- The Management Statement and Financial Memorandum;
- TEO Oversight Arrangements;
- Annual Business Plan;
- Performance Management;
- Financial Policies and Procedures;
- Standing Orders;
- The Risk Management Framework;
- The Fraud Prevention Strategy; and
- Whistleblowing Arrangements.

## **The Board**

The membership of MLKDC Board (the Board), as defined under the *Strategic Investment and Regeneration of Sites (Maze/Long Kesh Development Corporation) Order (Northern Ireland) 2011*, comprises of a non-executive Chairman, and ten other non-executive members.

TEO appointed six new board members with effect from 30 October 2023. One board member resigned in September 2024 and another resigned in March 2025. There are currently four board members. At the time of preparing this report, a Board Chair has not been appointed by TEO. Two current Board members therefore rotate the Chair's role on an individual meeting basis. It is understood that TEO is considering the timing of and process for filling the Chair and remaining Board vacancies.

The Board supports the delivery of effective corporate governance and operates within best practice guidelines set out in the '*Corporate Governance Code of Good Practice (NI)*' issued under DAO (DoF) 02/25 in February 2025. The Board takes an objective long-term view of the business of the organisation, leading its strategic planning process and supporting the Accounting Officer in meeting its corporate governance responsibilities.

Under the general guidance and direction of TEO Ministers, the key aspects of the Board's role, as outlined in the Management Statement and Financial Memorandum (MSFM), include:

- Establishing the overall strategic direction of the Corporation within the policy and resources framework determined by the Ministers and TEO;
- Constructively challenging the Corporation's Executive Team in their planning, target setting and delivery of performance;

- Ensuring that TEO is kept informed of any changes which are likely to impact on the strategic direction of the Corporation or on the attainability of its targets, and determine the steps required to deal with such changes;
- Ensuring that any statutory or administrative requirements for the use of public funds are complied with; that the Corporation operates within the limits of its statutory authority and any delegated authority agreed with TEO, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Corporation takes into account all relevant guidance issued by DoF and TEO;
- Ensuring that the board members receive and review regular financial information concerning the management of the Corporation; the board members are informed in a timely manner about any concerns regarding the activities of the Corporation; and the board members provide positive assurance to TEO that appropriate action has been taken on such concerns; and
- Demonstrating high standards of corporate governance at all times, including using the Audit and Risk Assurance Committee to review the comprehensiveness and reliability of assurances on governance, risk management and the control environment, and the integrity of the financial statements and the annual report.

In addition, the Board is also responsible for overseeing and monitoring MLKDC's progress against all of its equality of opportunity and good relations obligations.

The Board is required to act in accordance with the responsibilities assigned to it in the *Corporate Partnerships between Departments and Arm's Length Bodies: NI Code of Good Practice* and *Managing Public Money Northern Ireland* (MPMNI).

The role of the Board is to provide leadership, strategic direction, advocacy and independent scrutiny to both MLKDC and TEO, with board members acting in an independent manner bringing expertise, scrutiny, challenge and support to their role as Non-Executive Directors (NEDs). The Board sets the culture, the strategy and the operating/business plan for MLKDC. Day to day operational matters are the responsibility of the Accounting Officer and the Executive Team.

The Standing Orders of the Board make clear its responsibility to establish and oversee the Corporation's corporate governance arrangements. Notwithstanding this, all tiers of management have commensurate responsibilities for ensuring that good governance practices are followed within the organisation.

Each board member participates in the high-level corporate decision-making process as a member of the Board, contributes to corporate governance arrangements within the organisation and supports and constructively challenges the roles of Chief Executive and Accounting Officer.



The Chief Executive is responsible for organising the agenda for board meetings and ensuring the Chair and board members are provided with timely information to support full discussion at each meeting.

The Board receives reports at each meeting from the Chief Executive, the Director of Finance and Corporate Services, and the Director of Development.

The Chief Executive provides reports on the status of supported projects, and quarterly reports on the delivery of Business Plan objectives. The Director of Finance and Corporate Services provides reports on expenditure against plan, resource inputs by project, absence management, recruitment and equality. The Director of Development reports on the status of current and upcoming projects.

A Register of Interests is maintained for MLKDC. This lists for each board member and senior staff member all commercial and other relevant interests. The lists are updated annually but members and staff are required to report significant changes as they occur.

Each board and committee meeting begins with those present declaring any conflicts of interest that may arise from agenda items. The Standing Orders for the Board set out how such conflicts should be managed should they arise.

From 1 April 2024 to 31 March 2025 the Board held four meetings<sup>3</sup>, the members and their record of attendance was as follows:

<b>Members</b>	<b>Meetings Attended</b>	<b>Possible Attendance</b>
Mark Adrain <i>(resigned September 2024)</i>	2	2
Diana Fitzsimons	4	4
Áine Gallagher <i>(resigned March 2025)</i>	3	4
Kevin Gamble	4	4
Cathy Gormley-Heenan	3	4
Maurice Johnston	4	4

The Board received reports on the status of projects for the site; financial management information; budget monitoring; human resource issues and quarterly reports on the delivery of Business Plan objectives. All reports and papers conform to a standard layout to ensure the appropriate focus on key issues. Financial and performance data is extracted from accounting and operational systems and is therefore subject to regular, planned internal quality assurance checks, verification visits, independent audits and external assurance (for example from the NIAO in respect of the annual accounts).

<sup>3</sup> This does not include other working groups/committees or ad-hoc meetings where board members' presence was requested.

The Board considers the information provided to be sufficient to allow it to discharge its strategic planning and corporate governance responsibilities. The flow of information is an ongoing process, and the Board continues to review and work with the Acting Up Interim Chief Executive and staff to develop and refine reporting arrangements and formats, as appropriate.

### **The Accounting Officer**

The Accounting Officer has responsibility for maintaining a sound system of internal governance that supports the achievement of MLKDC's aims and objectives. The Accounting Officer also has responsibility for the propriety and regularity of the public finances allocated to MLKDC and for safeguarding public funds and assets, in accordance with the responsibilities assigned to them in the Corporate Governance Code and MPMNI.

The Accounting Officer functions with the support of the MLKDC Board. This includes highlighting to the Board specific business risks and, where appropriate, measures that could be employed to manage these risks.

### **Board Committees**

While the structure exists for a number of board committees, including an Appointments and Remuneration Committee, only the Audit and Risk Assurance Committee and the Development Committee were operational during the reporting period.

Typically, all appointments to the committees are agreed by the Chair and the Board in consensus. Given the current position whereby there has been no formal appointment of a Chair by TEO, Board members agreed the membership of the respective committees. Members are provided with the terms of reference of the committee.

### **The Audit and Risk Assurance Committee**

The Audit and Risk Assurance Committee's terms of reference set out its purpose as being to support the Board and Accounting Officer in monitoring risk, control and governance systems (including financial reporting). Additionally, the Committee will advise the Board and the Accounting Officer on the adequacy of audit arrangements (internal and external) and on the implications of assurances provided in respect of risk and control. The Audit and Risk Assurance Committee does not have executive powers.

The Audit and Risk Assurance Committee and its Chair are appointed by the Board from amongst its non-executive members. The Committee also has an external independent member appointed from within a pool of candidates provided by TEO.

The Committee met four times during 2024-25. A minimum of two members of the Committee is required to form a quorum. All of the meetings in 2024-25 were quorate.

<b>Members</b>	<b>Meetings Attended</b>	<b>Possible Attendance</b>
Áine Gallagher (Chair) <i>(resigned March 2025)</i>	4	4
Kevin Gamble	4	4
Cathy Gormley-Heenan	4	4
Iain Greenway <sup>4</sup>	4	4

In addition to its members, the following normally attend meetings of the Committee:

- The Accounting Officer;
- The Director of Development;
- The Director of Finance and Corporate Services;
- The External Auditor;
- The Internal Auditor; and
- A representative of TEO.

In line with best practice set out in the DoF Audit and Risk Assurance Committee Handbook (NI), the Chair of the Audit and Risk Assurance Committee approves an agreed agenda of work for its meetings, which will include:

- The review of the Strategic and Directorate Risk Registers;
- Scrutiny of the Annual Report and Accounts;
- Review of Assurance Statements;
- Consideration of internal and external audit strategies;
- Review of internal and external audit findings;
- Consideration of fraud;
- Consideration of any Direct Award Contracts;
- Consideration of Dear Accounting Officer (DAO) letters;
- Monitoring of implementation of audit recommendations;
- Business Case and Contract updates;
- Departmental Matters; and
- Other relevant governance and compliance matters (e.g. health and safety, register of interests).

MLKDC provided regular reports to the Committee on business planning, risk management and assurance alongside the development of policies and procedures for the Corporation.

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<sup>4</sup> External Independent Member

In addition to its core work programme, the Audit and Risk Assurance Committee also scrutinises the Annual Report and Accounts advising on the content of the Governance Statement.

The Committee Chair reports after each meeting to the Board on any significant issues that have arisen. They, on behalf of the Committee, report in writing once a year to the Accounting Officer and the Board on the findings and conclusions of the Committee for the past year. The Chair's annual report for this period was presented to, and accepted by, the Board in June 2025.

### **Sources of Independent Assurance**

Independent Assurance is received from the following sources:

- Internal Audit; and
- Northern Ireland Audit Office.

The primary role of Internal Audit is to provide the Accounting Officer and the Board with an independent and objective opinion on risk management, control and governance, by measuring and evaluating their effectiveness in achieving the organisation's agreed objectives. Internal Audit provides independent assurance by giving an independent opinion on the adequacy and effectiveness of MLKDC's system of internal control to the Accounting Officer and to the Audit and Risk Assurance Committee.

MLKDC's internal audit services are provided by Sumer NI (previously known as ASM) Chartered Accountants, a representative of which attended all MLKDC Audit and Risk Assurance Committee meetings.

The Accounting Officer is independently advised by the Head of Internal Audit. Throughout the year the HIA complied with Public Sector Internal Audit Standards (PSIAS).

Internal Audit has played a crucial role in the review of effectiveness and risk management controls and governance in MLKDC by:

- Focusing audit activity on the key business risks;
- Being available to guide managers and staff through improvements in internal controls; and
- Auditing the application of risk management and control as part of Internal Audit reviews of key systems and processes.

In 2024-25 Sumer NI undertook two internal reviews and one follow up review covering the period of this governance statement:

- |                                       |                        |
|---------------------------------------|------------------------|
| • Procurement and Contract Management | Satisfactory Assurance |
| • Health and Safety                   | Satisfactory Assurance |
| • Follow Up Review (see below)        |                        |

Follow up Review: Internal Audit completed a review of an outstanding recommendation from the 2023-24 reporting period in relation to deactivation of IT systems following the resignation of an employee which they previously noted as 'unable to test'. It concluded that the recommendation had been implemented in 2024-25.

The Internal Auditor's overall assurance rating for 2024-25 was '**Satisfactory**'.

MLKDC is also subject to independent scrutiny from the NIAO, who audit and certify the Financial Statements. The NIAO is independent of Government and is tasked by the NI Assembly to hold Northern Ireland Departments and their Agencies to account for their use of public money. The Comptroller and Auditor General works closely with the Assembly's Public Accounts Committee which can require Accounting Officers and senior officials to account for their actions in relation to the management of public funds.

## **Board Effectiveness**

The last Board Effectiveness survey carried out was in 2022-23. It is planned that a Board Effectiveness survey will be carried out of the new Board in 2025-26 and, in the interim period, the new Board members have been advised of their roles and governance responsibilities through an induction which was held by TEO in January 2024.

The evidence presented in the preceding sections provides me, as Accounting Officer, with the assurance that the Board operates effectively.

## **The Management Statement and Financial Memorandum**

The Management Statement and Financial Memorandum (MSFM) is a key control document. The Management Statement sets out the broad framework within which MLKDC operates, in particular it defines:

- MLKDC's overall aim, objectives and targets in support of TEO's wider strategic aims and objectives;
- The rules and guidelines relevant to the exercise of 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.

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.

### **TEO Oversight Arrangements**

Within TEO, the Strategic Investment and Regeneration Branch (SIRB) is the sponsoring branch for MLKDC. SIRB, in consultation as necessary with TEO's Accounting Officer, is the primary source of advice to Ministers on the discharge of their responsibilities in respect of MLKDC, and the primary point of contact for MLKDC in dealing with the Department. SIRB carries out its duties under a senior officer who has as one of their primary responsibilities the duty of overseeing the activities of MLKDC.

In order to discharge its duties on behalf of the sponsor Department, SIRB administers the following oversight controls:

- Quarterly Assurance Statements (see below);
- Quarterly Performance Reports (to a format set out in the MSFM);
- Monthly Financial Monitoring Reports (in a standard format);
- Annual Verification Visit; and
- Quarterly Accountability and Liaison Meetings (attended by myself as the Chief Executive and senior MLKDC staff).

The Quarterly Assurance Statement, prepared under my direction as Accounting Officer, with the agreement of the Executive Team, and signed by me as Acting Up Interim Chief Executive, provides information and assurance in all areas of business planning and corporate and financial governance. During the reporting period, on the request of the Department, the following documents have been submitted:

- Quarterly Assurance Statements;
- Quarterly ALB Reports;
- Monthly Resource Consumption returns; and
- 2024-25 Business Plan as required by the MSFM.

As Acting Up Interim Chief Executive I have attended, Quarterly Accountability Meetings with senior staff from the Department. MLKDC has operated a 'no surprises' policy in respect of ensuring that officials in the Department are aware of all material events, transactions and other issues that could be considered contentious or attract public comment, whether positive or negative.

SIRB completes an annual verification visit in line with their Sponsorship Manual in order to provide an assurance that all expenditure incurred during the financial year was in accordance with the

requirements of the MSFM, and all relevant departmental correspondence on corporate governance and expenditure. The scope of the exercise covers the following areas:

- I. A review on a sample basis of Income and Expenditure transactions;
- II. Attendance and payment of board members; and
- III. Review of sample Grant-in-Aid drawdown.

The 2023-24 verification visit is now complete. The review of the 2024-25 financial year is scheduled to take place in September 2025.

### **The Corporate and Business Plans**

The Corporate and Business Plans are designed to be the main planning documents for MLKDC. The purpose of the Corporate Plan is to set out the medium-term objectives for MLKDC and describe the corporate strategy it will follow to achieve them. The annual Business Plan develops the Corporate Plan by defining in detail MLKDC's targets for the year ahead, the resources it will employ and the activities it will undertake.

However, given the lack of Ministerial agreement that presently exists in respect of future development of the Maze Long Kesh site, MLKDC have received approval from TEO that dispenses with the requirement for a three-year Corporate Plan. MLKDC has progressed with the annual Business Plan which details MLKDC's objectives and targets for the year ahead. This document describes the outcomes and the outputs MLKDC will deliver using the resources MLKDC has been allocated.

The Business Plan is drafted by the Chief Executive with input from the Board, Executive Team and key stakeholders. The plan is considered in draft by the MLKDC Board and TEO. Once approved by both the Board and TEO it is presented to Ministers for approval and then passed to DoF. Business Plans are submitted to TEO by 31 January each year. The draft 2024-25 Business Plan was approved on 15<sup>th</sup> April 2025.

### **Performance Management**

MLKDC's performance is monitored against the targets set out in its Business Plan and these are reported quarterly to TEO. The Board and TEO have been provided with reports on the status of supported projects; delivery of business plan objectives; expenditure against plan; resource inputs by project; absence management; recruitment; and communications.

The quality of data reported to the Board is inspected by the Chief Executive and the Board members are satisfied with the quality of information provided.

### **Financial Management**

Responsibility for ensuring that an effective system of internal financial control is maintained and operated rests with the Accounting Officer. The system of internal financial control provides

reasonable and not absolute assurance that assets are safeguarded, that transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

Internal financial control is based on a framework of management information, financial regulations and administrative procedures, which include the segregation of duties, management supervision and a system of delegation and accountability.

MLKDC has established Financial Policies and Procedures that address areas of risk as well as operational efficiency and effectiveness.

MLKDC has developed, in consultation with its sponsor Department, a suite of other policies, processes and procedures that cover the full range of its activities. These are available to staff through the MLKDC electronic document management system. Staff are required to refresh their knowledge of the key policies and procedures annually. Senior managers and line managers identify additional training needs as part of the performance appraisal system. These needs are addressed throughout the year by MLKDC. During the period covered by this report, all staff have confirmed that they have read and understand these key policies and procedures.

The implementation of MLKDC's financial management process in 2024-25 included:

- The setting of the annual Resource and Capital budgets;
- Monitoring of actual expenditure against the annual budget;
- Setting and management of expenditure profiles;
- Reporting of MLKDC's financial position to the Board;
- A clearly defined system of expenditure authority delegations;
- Clear process for the authorisation of expenditure and the payment of invoices; and
- Managing risk in key financial service areas.

## **Risk Management**

MLKDC's system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives.

Relevant internal control considerations, including any issues of risk, are taken into account with regard to the achievement of MLKDC's aims and objectives, and where necessary, are brought to the attention of TEO.

The system of internal control is based on an ongoing process designed to:

- Identify and prioritise the risks to the achievement of MLKDC's aims and objectives;
- Evaluate the likelihood of those risks being realised and the impact should they be realised; and
- Manage them efficiently, effectively and economically to mitigate their impact.



MLKDC's policy is to follow a structured approach to the management of risk in pursuit of business objectives. MLKDC's policy is to adopt good practices in the identification, evaluation and cost effective control of risks to ensure that they are eliminated, reduced to an acceptable level or managed and contained; and to embed risk management practices within management and planning activities.

MLKDC's risk appetite is defined as the amount of risk that the organisation is prepared to accept, tolerate or be exposed to at any point in time. At present, MLKDC determines its risk appetite on the basis of an assessment of individual risks in the context of all other risks.

MLKDC's Risk Management Policy sets out the process whereby MLKDC methodically identifies, assesses and responds to the risks attaching to its activities. It assigns responsibility and accountability for risk management; defines the processes for risk review and reporting; describes a format for the organisation's strategic risk register; and explains the organisation's approach to training in risk management.

To assist in the risk management process, MLKDC has developed and maintained Risk Registers at Strategic and Directorate levels. The Risk Registers:

- Identify high level risks; and
- Analyse the risks related to the current business plan.

The Risk Registers identify the risk owner for each risk and reinforce the link between risk management and the business planning and execution processes. Each Risk Register is reviewed by the Executive Team on a monthly basis. Where a risk materialises, it is managed as an issue which is also recorded on the Directorate and or Strategic Risk Register.

All new business activities are assessed for key risks and controls put in place.

All Risk Registers are scrutinised through reports to the Audit and Risk Assurance Committee and the Board. Board members have the opportunity to identify and consider any emerging external risks/threats that could affect MLKDC's capacity to deliver on its Business Plan commitments.

### **Fraud and Counter-Fraud**

MLKDC's policy and procedures on fraud (including MLKDC Whistleblowing Policy and Guidance on Conflicts of Interest) sets out the responsibilities of staff with regard to fraud prevention, what staff should do if they suspect fraud and the action that will be taken by management in such circumstances (MLKDC Fraud Response Plan).

As part of its risk management strategy, the Corporation has drawn up a Fraud Risk Assessment (FRA). The purpose of the FRA is to identify potential fraudulent schemes and events that need to be mitigated. It identifies where fraud may occur and who the perpetrators might be. The control activities consider both the fraud scheme and the individuals within and outside the Corporation who could be the perpetrators of each scheme.

No instances of fraud have been identified in the reporting period.

### **Whistleblowing/Raising Concerns**

MLKDC Whistleblowing Policy provides staff with a procedure for raising concerns about unlawful conduct, fraud, dangers to the public or the environment, or other malpractice. The aim of this policy is to reassure them that they can feel confident in exposing wrongdoing without any risk to themselves.

No instances of whistleblowing have arisen during the reporting period.

### **Conformance with the Code of Conduct**

MLKDC, like other public bodies, has a duty to conduct affairs in a responsible and transparent way, and to take into account the standards in public life set out by the Nolan Committee and DoF's '*Corporate Governance in Central Government Departments: Code of Good Practice NI 2025*'.

MLKDC is not a Central Government Department and cannot, therefore, comply with those parts of the code that are only applicable to such Departments. However, MLKDC's corporate governance arrangements have been established in such a way as to conform broadly to these standards. Except where noted below, and throughout the year ended 31 March 2025, MLKDC has complied with all relevant code provisions.

Following the principle of 'Comply or Report' the following paragraph describes where MLKDC has substituted alternative governance measures for provisions in the Code of Good Practice:

- MLKDC does not have a Board Operating Framework (Para 2.8 of the Code). Instead, it has Board Standing Orders and a Board Code of Conduct, which fulfil the same purpose.

### **Conclusion**

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal governance. My review of the effectiveness of the system of internal governance is informed by the work of the Internal Auditor and senior staff within the organisation who have responsibility for the development and maintenance of the internal control framework, with the oversight of the Audit and Risk Assurance Committee. I also consider the comments made by the NIAO in its Report To Those Charged with Governance and other reports.

MLKDC has a rigorous system of accountability on which I rely, as Accounting Officer, to form an opinion on the probity and use of public funds, as detailed in MPMNI.

Having considered the operation of its governance framework, I am content that MLKDC has operated a sound system of internal governance during the period 1 April 2024 to 31 March 2025 and up to the date of approval of this Annual Report and Accounts.

## REMUNERATION AND STAFF REPORT

### REMUNERATION REPORT

The remuneration and staff report sets out the Corporation's remuneration policy for staff employed by the Corporation, reports on how the policy has been implemented and sets out the amounts awarded to senior management.

#### Chair and Board Members

The Chair and Board Members are appointed by the sponsor department in accordance with the Code of Practice of the Office of the Commissioner for Public Appointments for Northern Ireland. All appointments are made on merit and as directed in the Strategic Investment and Regeneration of Sites (NI) Order 2003 Schedule 1, 2(c) are, as far as practicable, representative of the community in Northern Ireland.

The remuneration of the Chair and Board Members is set by TEO. The permanent Chair position is currently vacant. Neither the Chair nor any board member receive pension contributions from MLKDC or TEO. MLKDC reimburses the Chair and board members for any incidental expenses incurred for carrying out their duties relevant to the organisation.

The remuneration of the Board members is as follows (the information in the table below has been subject to audit):

<b>Members</b>	<b>Salary 2024-25 £'000</b>	<b>Benefits in Kind 2024-25 £'000</b>	<b>Salary 2023-24 £'000</b>	<b>Benefits in Kind 2023-24 £'000</b>
Mark Adrain <i>(resigned September 2024)</i>	1	-	1	-
Diana Fitzsimons	3	-	1	-
Áine Gallagher <i>(resigned March 2025)</i>	3	-	1	-
Kevin Gamble	3	-	1	-
Cathy Gormley-Heenan	2	-	1	-
Maurice Johnston	3	-	1	-

<b>Former Members</b> <i>(Term of Office completed 30 September 2023)</i>	<b>Salary 2024-25 £'000</b>	<b>Benefits in Kind 2024-25 £'000</b>	<b>Salary 2023-24 £'000</b>	<b>Benefits in Kind 2023-24 £'000</b>
Terence Brannigan (Chair)	-	-	12	-
Anthony Gallagher	-	-	2	-
John Gallagher	-	-	2	-
Ciaran Mackel	-	-	2	-
Duncan McCausland	-	-	2	-
Joe O'Donnell	-	-	2	-
Conor Patterson	-	-	2	-

## **Chief Executive and the Executive Team**

The appointment of the Interim Chief Executive is facilitated by use of an operational partnership agreement with SIB and all ongoing costs associated with the appointment, including defined contribution pension costs, are reimbursed to SIB.

The Executive Team appointments are made in accordance with MLKDC's recruitment policy and the Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003. This requires appointments to be made on merit on the basis of fair and open competition.

## **Service Contracts**

The Civil Service Commissioners (NI) Order 1999 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The [Recruitment Code](#) published by the Civil Service Commissioners for Northern Ireland specifies the circumstances when appointments may be made by exception to merit.

Unless otherwise stated, the officials covered by this report hold appointments that are open-ended. Early termination, other than for misconduct, would result in consideration of the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners for Northern Ireland can be found at: [www.nicscommissioners.org](http://www.nicscommissioners.org).

## Salary and Pension Entitlements (Audited Information)

The following sections provide details of the remuneration and defined pension benefit interests of the Executive Team:

Executive Team	Salary (£'000)		Benefits in kind (to nearest £100)		Pension Benefits* (to nearest £1,000)		Total (£'000)	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
Bryan Gregory <sup>5,6</sup> <i>Interim Chief Executive</i>	40-45 (FYE 100-105)	40-45 (FYE 100-105)	-	-	-	-	40-45	40-45
Neil McIvor Director / Acting Up Interim Chief Executive (from 14 April 2025)	80-85	80-85	-	-	117	33	200-205	115-120
Mark Smyth <sup>7</sup> Director (from 11 November 2024)	25-30 (FYE 50-55)	-	-	-	-	-	25-30	-
Rachael <sup>8</sup> McCarthy Director (resigned 15 November 2024)	40-45 (FYE 50-55)	50-55 (FYE 50-55)	-	-	-	-	40-45	50-55

\*The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase or decrease due to a transfer of pension rights.

## Salary

'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation and any severance or ex gratia payments. This report is based on accrued payments made by MLKDC and thus recorded in these accounts.

## Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs (HMRC) as a taxable emolument. There were no benefits in kind provided in the year (2023-24: Nil).

<sup>5</sup> Denotes Operational Partnership Agreement with SIB.

<sup>6</sup> The Interim Chief Executive works on a part-time basis.

<sup>7</sup> Denotes Agency Worker.

<sup>8</sup> Denotes Agency Worker.

### **Fair Pay Disclosure (Audited Information)**

MLKDC is required to disclose the relationship between the remuneration of the highest paid director in their organisation and the lower quartile, median and upper quartile remuneration of the Corporation's permanently employed workforce.

The banded Full Time Equivalent (FTE) remuneration of the highest paid director in MLKDC in the financial year 2024-25 was £100k-£105k (2023-24: £100k-£105k). The relationship between the mid-point of this band and the remuneration of the Corporation's workforce is disclosed below.

<b><u>2024-25</u></b>	<b>25<sup>th</sup> Percentile</b>	<b>Median</b>	<b>75<sup>th</sup> Percentile</b>
Total Remuneration (£)	43,671	46,851	65,763
Pay Ratio	2.35:1	2.19:1	1.56:1

<b><u>2023-24</u></b>	<b>25<sup>th</sup> Percentile</b>	<b>Median</b>	<b>75<sup>th</sup> Percentile</b>
Total Remuneration (£)	39,610	42,639	63,380
Pay Ratio	2.59:1	2.40:1	1.62:1

Total remuneration includes salary and non-consolidated performance-related pay. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The 25<sup>th</sup> percentile, median and 75<sup>th</sup> percentile remuneration figures are based on annualised salaries for the last month of the financial year, adjusted for any non-consolidated payments made to staff during the year.

Total remuneration includes salary and non-consolidated performance-related pay. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. The values for the salary component of remuneration for the 25<sup>th</sup> percentile, median and 75<sup>th</sup> percentile were £43,671 (2023-24, 39,610), £46,851 (2023-24, 42,639) and £65,763 (2023-24 63,380) respectively.

In 2024-25, Nil (2023-24: Nil) employees received remuneration in excess of the highest paid director.

Remuneration ranged from £40k-£103k (2023-24: £37k-£103k).

### **Percentage Change in Remuneration**

MLKDC is required to disclose the percentage change from the previous financial year in the:

- salary and allowances; and
- performance pay and bonuses,

of the highest paid director and of their employees as a whole.

The percentage changes in respect of the MLKDC are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage change for:	2024-25 v 2023-24	2023-24 v 2022-23
Average employee salary and allowances	3.47%	0%
Highest paid director's salary and allowances	0%	0%
Average employee performance pay and bonuses	n/a	n/a
Highest paid director's performance pay and bonuses	n/a	n/a

No performance pay or bonuses were payable in these years.

### Pension Entitlements (Audited Information)

Executive Team	Accrued pension at pension age as at 31/3/25 £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/3/25 £'000	CETV at 31/3/24 £'000	Real increase in CETV £'000	Employer contribution to partnership pension account Nearest £100
Bryan Gregory <sup>9</sup> <i>Interim Chief Executive</i>	-	-	-	-	-	-
Neil McIvor <i>Director</i>	30-35	5-7.5	474	354	85	-
Mark Smyth <sup>10</sup> <i>Director (from 11 November 2024)</i>	-	-	-	-	-	-
Rachael <sup>11</sup> <i>McCarthy Director (resigned 15 November 2024)</i>	-	-	-	-	-	-

### Northern Ireland Civil Service (NICS) Pension Schemes

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the Classic, Premium, Classic Plus and Nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) [PCSPS(NI)]) also moved to alpha from that date. Transitional protection measures introduced alongside these reforms meant any members who on 1 April 2012 were within 10 years of their normal

<sup>9</sup> Denotes not a member of Northern Ireland Civil Service Pension arrangements.

<sup>10</sup> Denotes Agency Worker.

<sup>11</sup> Denotes Agency Worker.

pension age remained in their previous scheme arrangement (full protection) and those who were between 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

### **McCloud Judgment**

In 2018, the Court of Appeal found that the transitional protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps have been taken by the Department of Finance to remedy this discrimination.

The Department has now made regulations which remedy the discrimination by:

- ensuring all active members are treated equally for future service as members of the reformed alpha scheme only from 1 April 2022, and
- providing each eligible member with options to have their pension entitlements for the period when the discrimination existed between 1 April 2015 and 31 March 2022 (the remedy period) retrospectively calculated under either the current (reformed) scheme rules, or the old (pre-reform) legacy rules which existed before 2015.

This means that all active NICS Pension Scheme members are in the same pension scheme, alpha, from 1 April 2022 onwards, regardless of age. This removes the discrimination going forwards in providing equal pension provision for all scheme members.

The Department is now implementing the second part of the remedy, which addresses the discrimination which was incurred by affected members between 1 April 2015 and 31 March 2022.

Eligible members with relevant service between 1 April 2015 and 31 March 2022 (the Remedy Period) will now be entitled to a choice of alternative pension benefits in relation to that period. i.e. calculated under the pre-reformed PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' rules or alternatively calculated under the reformed alpha rules. As part of this 'retrospective' remedy most active members will now receive a choice about their remedy period benefits at the point of retirement. This is known as the Deferred Choice Underpin (DCU). For those members who already have pension benefits in payment in relation to the Remedy Period, they will receive an Immediate Choice. There are a significant number of Immediate Choice Remediable Service Statement (RSS) packs to issue. This process involves complex calculations to provide members with individually tailored statements. Due to the complexity of the calculations and some prolonged work to finalise policy elements of the remedy, not all Immediate Choice packs will issue by 31 March 2025 as originally planned. The legislation for the 2015 Remedy provides discretion which allows the Scheme Manager to extend beyond this date so it has become necessary to engage this discretion.

At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which, once published, are available at [DoF Annual Reports and Accounts](#).



As part of the remedy involved rolling back all remediable service into the relevant legacy PCSPS(NI) arrangement for the 7-Year Remedy Period, the value of pension benefits for the 2024-25 pension disclosures for affected members continue to be based on the rolled back position.

#### Alpha

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

#### Information on the PCSPS(NI) – Closed Scheme

Staff in post prior to 30 July 2007 were eligible to be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living. New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of Premium or joining the Partnership Pension Account.

New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS(NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Benefits in Classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For Premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike Classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic Plus is essentially a variation of Premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per Classic.

#### Partnership Pension Account

The Partnership Pension Account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally- provided risk benefit cover (death in service and ill health retirement).

### Annual Benefit Statements

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. The Scheme Pension age is 60 for any pension accrued in the legacy **Classic**, **Premium**, and **Classic Plus** arrangements and 65 for any benefits accrued in **Nuvos**. Further details about the NICS pension schemes can be found at the website [Civil Service Pensions \(NI\)](#).

### Pension Increases

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2024 was 1.7% and HM Treasury has announced that public service pensions will be increased accordingly from April 2025.

### **Employee Pension Contribution Rates Scheme Year 2025-26**

Employee contribution rates for all members for the period covering 01 April 2024 to 31 March 2025 and 01 April 2025 to 30 June 2025 are as follows:

Annualised Rate of Pensionable Earnings (Salary Bands)		Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – All members
01 April 2024 to 31 March 2025		01 April 2025 to 30 June 2025		
From	To	From	To	
£0	£26,302.49	£0	£27,091.99	4.6%
£26,302.50	£59,849.99	£27,092.00	£61,645.99	5.45%
£59,850.00	£160,964.99	£61,646.00	£165,793.99	7.35%
£160,965.00 and above		£165,794.00 and above		8.05%

### **Cash Equivalent Transfer Values**

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the

individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost.

CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended).

HM Treasury provides the assumptions for discount rates for calculating CETVs payable from the public service pension schemes. On 27 April 2023, HM Treasury published guidance on the basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes. In their guidance of 27 April 2023, HM Treasury advised that, with immediate effect, the discount rate adopted for calculating CETVs should be in line with the new SCAPE discount rate of 1.7% above CPI inflation, superseding the previous SCAPE discount rate of 2.4% above CPI inflation. All else being the same, a lower SCAPE discount rate leads to higher CETVs. The HM Treasury Guidance of 27 April 2023 can be found at

[Basis-for-setting-the-discount-rates-for-calculating-cash-equivalent-transfer-values-payable-by-public-service-pension-schemes – GOV.UK.](#) As at the year-end there have been no further changes to the SCAPE discount rate of 1.7% above CPI inflation since the HM Treasury guidance was published.

### **Real increase in CETV**

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period (which therefore disregards the effect of any changes in factors).

### **Compensation for Loss of Office (Audited Information)**

No member of the Executive Team received compensation for loss of office in the current year (2023-24: Nil).

### **Payments to Past Directors (Audited Information)**

There were no payments for professional services to past directors (2023-24: Nil).

## STAFF REPORT

### Senior Civil Servants

The number of Senior Civil Service staff (or equivalent) by salary band as at 31 March 2025 is as follows:

	2024-25	2023-24
Salary Bands	Number	Number
Pay Scale 4 - £182,104 - £208,306	-	-
Pay Scale 3 - £135,008 - £154,025	-	-
Pay Scale 2 - £104,605 – £116,930	-	-
Pay Scale 1 - £81,614 – £91,575	1	1

The Chief Executive (CE) post is equivalent to SCS Grade 3. The CE is employed by SIB. His salary does not fall within the SCS pay bands.

Due to the absence of the Interim Chief Executive, the Director of Development has been fulfilling this role from April 2025, in addition to his substantive duties on his existing pay scale.

### Staff Numbers and Related Costs (Audited Information)

Staff costs comprise:

	Permanently Employed Staff £'000	Others £'000	2024-25 Total £'000	2023-24 Total £'000
Wages and salaries	171	181	352	334
Social security costs	21	7	28	26
Other pension costs	60	5	65	58
<b>Sub Total</b>	<b>252</b>	<b>193</b>	<b>445</b>	<b>418</b>
Less recoveries in respect of outward secondments	-	-	-	(14)
<b>Total net costs</b>	<b>252</b>	<b>193</b>	<b>445</b>	<b>404</b>

### Pension Costs

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes but MLKDC is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2020 scheme valuation was completed by GAD in October 2023. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2024 to 31 March 2027.

The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. Reforms were made to the CCM which was applied to the 2020 scheme valuations and included the introduction of a reformed scheme-only cost control mechanism which assesses just the costs relating to reformed schemes (alpha for the NICS) and introduced an economic check. Prior to the cost control mechanism reforms, legacy scheme (PCSPS(NI)) costs associated with active members were also captured in the mechanism. The reformed-scheme-only design and the economic check were applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The 2020 scheme valuation outcome was that the core cost cap cost of the scheme lies within the 3% cost cap corridor. As there is no breach of the cost control mechanism, there is no requirement for the Department of Finance to consult on changes to the scheme. Further information can be found on the Department of Finance website <https://www.finance-ni.gov.uk/articles.northern-ireland-civil-service-pension-scheme-valuations>.

For 2024-25, employers' contributions of £60k were payable to the NICS pension arrangements at a flat rate of 34.25% of pensionable pay, for all salaries (2023-24 £53k at one of three rates in the range 28.7% to 34.2%).

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £0 (2023-24 £0) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2023-24, 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £0, 0.5% (2023-24 £0, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £0. Contributions prepaid at that date were £0.

No persons (2024-25: No persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £0 (2023-24: £0).

Staff employed in the Corporation through an Operational Partnership Agreement with SIB are not members of Northern Ireland Civil Service Pension arrangements; they are members of a defined

contribution pension scheme operated by SIB. For 2024-25, the employers' pension contributions reimbursed to SIB were £5k (including VAT) (2023-24: £5k (including VAT)).

No persons (2023-24: Nil) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2023-24: £Nil).

### **Average Number of Persons Employed (Audited Information)**

The table below shows the average number of whole time equivalent (WTE) persons employed during the year which includes one WTE senior civil service staff (or equivalent):

	<b>Permanent Staff</b>	<b>Others</b>	<b>2024-25 Total</b>	<b>2023-24 Total</b>
Directly employed	3	-	3	3
Other	-	2	2	2
<b>Total</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>5</b>

### **MLKDC Staff Composition**

The table below shows MLKDC staff broken down by gender:

	<b>2024-25</b>			<b>2023-24</b>		
	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Board Members	2	2	4	3	3	6
Senior Managers	3	-	3	2	1	3
Others	2	1	3	2	1	3
<b>Total</b>	<b>7</b>	<b>3</b>	<b>10</b>	<b>7</b>	<b>5</b>	<b>12</b>

Note the above is based on total numbers employed as at 31 March 2025, whereas the table stating the average number employed does not include the board members and is based on full time equivalents (FTE).

### **Civil Service & Other Compensation Schemes – Exit Packages (Audited Information)**

There were no exit packages awarded in the 2024-25 financial year (2023-24: Nil).

### **Absence Management (Audited Information)**

Staff attendance is actively managed, and the organisation had an overall sickness absence rate for the 2024-25 year was 0.39 days per employee (2023-24: No days). Annual sickness absence figures can be found in the "Sickness Absence in the Northern Ireland Civil Service 2023/24" report at [Sickness Absence in the Northern Ireland Civil Service 2023/24 Northern Ireland Statistics and Research Agency](#). Figures for 2024-25 are not yet available.

## **Staff Turnover Percentage**

MLKDC's staff turnover percentage in the financial year 2024-25 was 2% (2023-24: 3.85%).

## **Staff Engagement**

Health and wellbeing is a key area for the organisation and we support our staff with improving both their physical and mental health. All staff are able to follow a hybrid working model.. MLKDC encourages participation in the NICS Live Online Programme, which runs regular webinars on all areas of health and wellbeing.

## **Remuneration**

Remuneration of all staff is set out in their contracts and may be subject to annual review under NICS pay remit guidelines. Such review requires the approval of the TEO Accounting Officer.

## **Consultancy**

MLKDC did not incur any expenditure on external consultants during the year 2024-25 (2023-24: Nil).

## **Staff Policies**

MLKDC has an equal opportunities policy and is committed to a policy of equality of opportunity in its employment practices and aims to ensure that no actual or potential job applicant or employee is discriminated against, either directly or indirectly, on the grounds of gender (including gender reassignment), marital or civil partnership status, disability, race, religious or political opinion, age, having or not having dependants and sexual orientation. MLKDC is an Equal Opportunities Employer and all applications for employment are considered strictly on the basis of merit.

The recruitment policy sets out that applicants are given the opportunity to advise MLKDC of any reasonable adjustments that they may require. MLKDC policies are screened for equality impact assessment in line with the commitment in MLKDC's Equality Scheme approved by Equality Commission for Northern Ireland (ECNI) in December 2013.

In accordance with commitments outlined in the Corporation's Equality Scheme, all staff have received training on their duties in relation to equality. This consists of an overview of the legislation, the complaints mechanism attaching to Section 75, and the practical steps that have already been taken to meet the statutory duties.

## **Employee Development and Communication**

MLKDC is committed to the development of its staff through setting annual objectives, reviewing performance and identifying areas for training and development. The suite of policies that the organisation has enables staff to perform effectively in their roles and contribute to the delivery of

the objectives of the organisation. Staff are regularly communicated with through one to one interactions and team meetings.

### **Off-Payroll Engagements**

There were no off-payroll engagements within the reporting threshold during the year (2023-24: Nil).



## ASSEMBLY ACCOUNTABILITY AND AUDIT REPORT

The Assembly Accountability and Audit Report brings together the key Assembly accountability documents within the annual report and accounts.

### ASSEMBLY ACCOUNTABILITY DISCLOSURES

#### Regularity of Expenditure

##### Losses and Special Payments (Audited Information)

MLKDC has experienced no losses and has made no special payments during the reporting period (2023-2024: Nil).

##### Remote Contingent Liabilities (Audited Information)

There were no contingent liabilities requiring disclosure under Assembly reporting requirements. MLKDC had no significant remote contingent liabilities for the year ended 31 March 2025 that require disclosure.

##### Fees and Charges (Audited Information)

This note is provided for disclosure purposes in accordance with the HM Treasury Government Reporting Manual. Information is provided in relation to services which are considered material in the context of these financial statements.

Business Activity	Income £'000	Full Cost £'000	2024-25 Surplus/ Deficit £'000	Financial Objective	Commentary
Service Charge to Tenants	34	34	0	Recoupment of an apportionment of services, facilities and amenities provided to tenants, calculated by percentage of site occupation.	Objective achieved



**Neil McIvor**  
**Acting Up Interim Chief Executive**  
**12 September 2025**

**MAZE LONG KESH DEVELOPMENT CORPORATION**

**THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE  
NORTHERN IRELAND ASSEMBLY**

**Opinion on financial statements**

I certify that I have audited the financial statements of the Maze Long Kesh Development Corporation for the year ended 31 March 2025 under the Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Maze Long Kesh Development Corporation's affairs as at 31 March 2025 and of the Maze Long Kesh Development Corporation's net expenditure for the year then ended; and
- have been properly prepared in accordance with the Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003 and Department of Finance and The Executive Office directions issued thereunder.

**Opinion on regularity**

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

**Basis for opinions**

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

My staff and I are independent of the Maze Long Kesh Development Corporation in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

## **Conclusions relating to going concern**

In auditing the financial statements, I have concluded that the Maze Long Kesh Development Corporation's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Maze Long Kesh Development Corporation's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for the Maze Long Kesh Development Corporation is adopted in consideration of the requirements set out in the Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Board and the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

## **Other Information**

The other information comprises the information included in the Annual Report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Board and the Accounting Officer are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## **Opinion on other matters**

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department of Finance and The Executive Office directions made under the Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003; and

- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which I report by exception**

In light of the knowledge and understanding of the Maze Long Kesh Development Corporation and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

### **Responsibilities of the Board and Accounting Officer for the financial statements**

As explained more fully in the Statement of the Board and Accounting Officer's Responsibilities, the Board and the Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring the annual report, which includes the Remuneration and Staff Report is prepared in accordance with the applicable financial reporting framework; and
- assessing the Maze Long Kesh Development Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Maze Long Kesh Development Corporation will not continue to be provided in the future.

### **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to audit, certify and report on the financial statements in accordance with the Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Maze Long Kesh Development Corporation through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003;
- making enquires of management and those charged with governance on the Maze Long Kesh Development Corporation's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to the Maze Long Kesh Development Corporation's susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of the Maze Long Kesh Development Corporation's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the posting of unusual journals;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial

statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate;

- addressing the risk of fraud as a result of management override of controls by:
  - performing analytical procedures to identify unusual or unexpected relationships or movements;
  - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
  - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
  - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## **Report**

I have no observations to make on these financial statements.



**Dorinnia Carville  
Comptroller and Auditor General  
Northern Ireland Audit Office  
106 University Street  
BELFAST  
BT7 1EU**

**25 September 2025**

## Statement of Comprehensive Net Expenditure for the year ended 31 March 2025

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

	Note	2024-25 £'000	2023-24 £'000
<b>Income</b>			
Income	4	94	111
<b>Total Operating Income</b>		<u>94</u>	<u>111</u>
<b>Expenditure</b>			
Staff costs	3	(445)	(418)
Other expenditure	3	(692)	(641)
Asset depreciation and amortisation	3	(85)	(184)
Asset revaluation	3	(131)	(3,152)
Loss on disposal of assets		(229)	-
Profit on sale of asset	3	-	6
<b>Total Operating Expenditure</b>		<u>(1,582)</u>	<u>(4,389)</u>
<b>Net Expenditure for the year</b>		<u>(1,488)</u>	<u>(4,278)</u>
<b>Other Comprehensive Expenditure</b>			
Items that will not be reclassified to net operating costs:			
Net (loss) / gain on revaluation of property, plant and equipment		2	10
<b>Comprehensive Net Expenditure for the financial year</b>		<u>(1,486)</u>	<u>(4,268)</u>

The notes on pages 53 to 63 form part of these accounts.

## Statement of Financial Position as at 31 March 2025

This statement presents the financial position of MLKDC. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

	Note	2025 £'000	2024 £'000
<b>Non-current assets:</b>			
Property, plant and equipment	5	7,979	7,347
<b>Total non-current assets</b>		<u>7,979</u>	<u>7,347</u>
<b>Current assets:</b>			
Trade and other receivables	8	10	38
Cash and cash equivalents	7	575	163
<b>Total current assets</b>		<u>585</u>	<u>201</u>
<b>Total assets</b>		<u>8,564</u>	<u>7,548</u>
<b>Current liabilities</b>			
Trade and other payables	9	(672)	(302)
<b>Total current liabilities</b>		<u>(672)</u>	<u>(302)</u>
<b>Total assets less total liabilities</b>		<u>7,892</u>	<u>7,246</u>
<b>Taxpayers' equity and other reserves</b>			
Revaluation reserve		51	52
General reserve		7,841	7,194
<b>Total equity</b>		<u>7,892</u>	<u>7,246</u>

The financial statements on pages 49 to 52 were approved by the Board on 12 September 2025 and signed on its behalf by:



**Neil McIvor**  
**Acting Up Interim Chief Executive**

**12 September 2025**

The notes on pages 53 to 63 form part of these accounts.



## Statement of Cash Flows for the year ended 31 March 2025

The Statement of Cash Flows shows the changes in cash and cash equivalents of MLKDC during the reporting period. The statement shows how MLKDC generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by MLKDC. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to MLKDC's future public service delivery.

		2024-25	2023-24
	Note	£'000	£'000
<b>Cash flows from operating activities</b>			
Net operating expenditure		(1,488)	(4,278)
Adjustments for non-cash transactions	3	446	3,330
(Increase) / Decrease in trade and other receivables	8	28	(23)
Increase / (Decrease) in trade and other payables	9	370	76
<b>Net cash outflow from operating activities</b>		<b>(644)</b>	<b>(895)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant & equipment	5	(1,075)	(935)
Proceeds from disposal of financial assets		-	18
<b>Net cash outflow from investing activities</b>		<b>(1,075)</b>	<b>(917)</b>
<b>Cash flows from financing activities</b>			
Grant in Aid from TEO	11	2,131	1,878
<b>Net financing</b>		<b>2,131</b>	<b>1,878</b>
<b>Net Increase in cash and cash equivalents in the year</b>		<b>412</b>	<b>66</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>163</b>	<b>97</b>
<b>Cash and cash equivalents at the end of the year</b>	7	<b>575</b>	<b>163</b>

The notes on pages 53 to 63 form part of these accounts.

## Statement of Changes in Taxpayers' Equity for the year ended 31 March 2025

This statement shows the movement in the year on the different reserves held by MLKDC. The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The General Fund represents the total assets less liabilities of MLKDC, to the extent that the total is not represented by other reserves and financing items.

	General Fund £'000	Revaluation Reserve £'000	Taxpayers' Equity £'000
<b>Balance at 31 March 2023</b>	<b>9,587</b>	<b>69</b>	<b>9,656</b>
Grant in Aid from TEO:			
Resource	953	-	953
Capital	925	-	925
Comprehensive expenditure for the financial year	(4,260)	-	(4,260)
Auditor remuneration	(18)	-	(18)
Revaluation gains and losses	-	(10)	(10)
Other reserves movements including transfers	7	(7)	-
<b>Balance at 31 March 2024</b>	<b>7,194</b>	<b>52</b>	<b>7,246</b>
Grant in Aid from TEO:			
Resource	1,056	-	1,056
Capital	1,075	-	1,075
Comprehensive expenditure for the financial year	(1,469)	-	(1,469)
Auditor remuneration	(19)	-	(19)
Revaluation gains and losses	-	3	3
Other reserves movements including transfers	4	(4)	-
<b>Balance at 31 March 2025</b>	<b>7,841</b>	<b>51</b>	<b>7,892</b>

The notes on pages 53 to 63 form part of these accounts.

## NOTES TO THE ACCOUNTS

### 1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2024-25 *Government Financial Reporting Manual (FReM)* issued by DoF. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of MLKDC for the purpose of giving a true and fair view has been selected. The particular policies adopted by MLKDC are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

#### 1.1 Accounting Conventions

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment, and intangible assets.

#### 1.2 Adoption of New and Revised Standards

Management has reviewed new accounting standards that have been issued but are not yet effective, nor adopted early for these accounts. Management consider that these are unlikely to have a significant impact on the accounts in the period of initial application.

#### 1.3 Property, Plant and Equipment

Expenditure on property, plant and equipment of £1,000 or more is capitalised. On initial recognition, assets are measured at cost including any costs directly attributable to bringing them into working condition. All property, plant and equipment is reviewed annually for impairment and is carried at fair value. Land and buildings and infrastructure assets are stated at their fair value based on annual professional valuation as at the end of the financial year.

Other non-property assets are deemed to be short-life or low value assets and are therefore valued on the basis of depreciated replacement cost, using appropriate indices to account for the effects of inflation, as an approximation of fair value. Additions and subsequent expenditure are capitalised only when it is probable that the future economic benefits associated with the asset will flow to MLKDC and the cost of the asset can be measured reliably.

## **1.4 Depreciation**

Freehold land and assets under construction are not depreciated. Depreciation is provided on a straight line basis in order to write-off the valuation of other assets, less estimated residual value, of each asset over its expected useful life. Depreciation and amortisation is charged in the month of acquisition. The following useful economic lives should, where necessary, be used as approximations to the levels estimated annually. The base useful lives of assets, which are reviewed regularly, are as follows:

<b>Asset Type</b>	<b>Base Useful Lives</b>
Freehold buildings and Infrastructure	25 years
Furniture, fixtures and fittings	10 years
Computer equipment (including software and website development)	4 years
Plant and machinery (including office machinery and equipment)	10 years
Motor vehicles	4 years

## **1.5 Assets under Construction**

Assets under Construction (AUC) are valued at cost less any impairment loss. Cost includes professional fees and other directly attributable costs necessary to bring the asset into use. AUC are capitalised but not depreciated until brought into use.

## **1.6 Revaluation of Land and Buildings**

Land and buildings are revalued every year with the surplus or deficit on book value being transferred to the revaluation reserve. The only exception is where a deficit in excess of any previously recognised surplus over depreciated cost relating to the same property, is charged to Net Expenditure. On disposal of an asset which has been previously revalued, the gain or loss recorded in the SoCNE is based on the net carrying amount rather than the historical cost. Any previously revalued amounts are realised and transferred to the General Reserve account as a reserve movement.

## **1.7 Impairment of Tangible Assets**

At each year end, MLKDC review the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If such an indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). The recoverable amount is the higher of the fair value less costs to sell, and value in use. If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount.

## **1.8 Financial Instruments**

A financial instrument is defined as any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

A financial instrument is recognised when, and only when, the entity becomes a party to the contractual provisions of the instrument. A previously recognised financial asset is de-recognised when, and only when, either the contractual rights to the cash flows from the asset expire, or the entity transfers the asset such that the transfer qualified for de-recognition. A financial liability is de-recognised when, and only when, it is extinguished.

MLKDC has financial instruments in the form of trade receivables and payables and cash and cash equivalents.

In accordance with IAS 39 Financial Instruments: Recognition and Measurement, trade receivables, cash and other receivables are classified as 'loans and receivables'. Loans and receivables are initially measured at fair value and are subsequently measured at amortised cost using the effective interest method less any impairment.

MLKDC assesses at each Statement of Financial Position (SoFP) date whether there is any objective evidence that a financial asset or group of financial assets classified as loans and receivables is impaired. Based on historic experience receivables that are past 'due beyond 361 days' are generally not recoverable.

## **1.9 Trade and Other Receivables**

Trade receivables are recognised and carried at original invoice amount less an allowance for any uncollectable amounts. Provision is made where there is objective evidence that MLKDC will not be able to recover balances in full. Balances can only be written off when non-recovery is considered certain and after the appropriate approvals have been granted.

## **1.10 Cash and Cash Equivalents**

Cash and cash equivalents comprises cash and demand deposits with commercial banks. As at each year-end, the carrying value of cash and cash equivalents approximates their fair value due to their short-term nature.

## **1.11 Taxation (including Value Added Tax)**

As MLKDC does not have Crown exemption it is liable to Corporation Tax when due.

Value Added Tax (VAT) is accounted for in accordance with Statement of Standard Accounting Practice 5. MLKDC cannot recover input VAT so all expenditure, assets and liabilities are shown inclusive of VAT. Any income subject to VAT is shown net.

### **1.12 Financing from TEO**

Financing represents net funding received from TEO and is credited to the general reserve.

### **1.13 Income**

Income is accounted for on an accruals basis, in accordance with MPMNI as well as DoF and Sponsor Department guidance.

In accordance with the Financial Memorandum income from operating activities represents:

- Receipts from lease and licence agreements and recharges from on-site tenants.

Income from operating activities is classified into two categories, Seconded Income and Other Income.

### **1.14 Expenditure**

Expenditure comprises general running costs, salary costs, internal project support costs, professional services, and maintenance project costs. These components are defined under the programme budgetary framework, as agreed with TEO and accounted for on an accruals basis.

### **1.15 Pensions**

Present and past employees are covered by NICS pension schemes which are administered by CSPNI and are unfunded. MLKDC recognises the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from employees' services by payment to the CSPNI schemes of amounts calculated on an accruals basis.

All pension contributions are charged to the SoCNE when incurred.

### **1.16 Contingent Liabilities**

In addition to contingent liabilities disclosed in accordance with IAS 37, MLKDC discloses for Assembly reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to the Assembly in accordance with the requirements of MPMNI.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to the Assembly separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to the Assembly.

## 1.17 Employee Benefits

IAS 19 requires that the cost of employee benefits that have been earned but not paid at the year-end is recognised as a liability. An accrual for the estimated cost of total employee annual leave at the year-end, together with the 2024-25 pay remit, has been included in the accounts.

## 2. Statement of Operating Costs by Operating Segment

The operating segments and related activities of the three Directorates within MLKDC are:

- Chief Executive (CE) - Organisation strategy and direction;
- Finance and Corporate Services (F&CS); and
- Development (Dev) - Site development.

Information is reported to the CE through the Executive Team and other meetings, as well as through the Board and Committee structure. There is no difference between information in the statement of operating costs by operating segment and the primary financial statements. Any transactions between reportable segments are accounted for on an accruals basis. There is no change from prior year segment identification methods.

There is no reliance on any major customers.

				2024-25
	CE	F&CS	Dev	Total
	£'000	£'000	£'000	£'000
Gross expenditure	86	1,145	351	1,582
Income	-	-	(94)	(94)
Net expenditure	<b>86</b>	<b>1,145</b>	<b>257</b>	<b>1,488</b>
	CE	F&CS	Dev	2023-24
	£'000	£'000	£'000	Total
	£'000	£'000	£'000	£'000
Gross expenditure	102	3,971	316	4,389
Income	-	(2)	(109)	(111)
Net expenditure	<b>102</b>	<b>3,969</b>	<b>207</b>	<b>4,278</b>

**3. Other Operating Costs**

	<b>2024-25</b>	<b>2023-24</b>
	<b>£'000</b>	<b>£'000</b>
Staff costs <sup>12</sup>		
Wages and Salaries	352	334
Social Security Costs	28	26
Other Pension Costs	65	58
	<b>445</b>	<b>418</b>
Other expenditure		
Site security costs	358	328
Maintenance	119	99
Other professional costs	75	73
Accommodation costs	55	49
Board salaries <sup>13</sup>	17	35
IT costs	26	25
Audit remuneration <sup>14</sup>	19	18
Other costs	23	13
Corporation tax	-	1
	<b>692</b>	<b>641</b>
Non-cash items:		
Asset depreciation and amortisation	85	184
Asset revaluation	131	3,152
Net disposal of asset	229	(6)
	<b>445</b>	<b>3,330</b>
<b>Total</b>	<b>1,582</b>	<b>4,389</b>

**4. Income**

	<b>2024-25</b>	<b>2023-24</b>
	<b>£'000</b>	<b>£'000</b>
Seconded	-	14
Other	94	97
<b>Total Income</b>	<b>94</b>	<b>111</b>

<sup>12</sup> Further analysis of staff costs is located in the Staff Report in the Accountability Report

<sup>13</sup> Included in Board Salaries above are Social Security costs of £Nil (2023-24: £1.2k).

<sup>14</sup> During the year MLKDC purchased £Nil non-audit services from its auditor, NIAO (2023-24: £Nil).



## 5. Property, Plant and Equipment

	Land £'000	Buildings £'000	Infra- structure £'000	Plant & Machinery £'000	Fixtures & Fittings £'000	Transport Equipment £'000	Assets under Construction £'000	Total £'000
<b>Cost or Valuation:</b>								
At 01 April 2024	5,462	878	407	155	88	23	546	7,559
Additions	-	-	-	-	-	-	1,075	1,075
Disposals	-	-	-	(72)	(33)	-	(229)	(334)
Revaluation	-	(177)	-	-	-	-	-	(177)
Indexation	-	-	-	2	6	1	-	9
Transfers In	-	207	241	2	-	-	-	450
Transfers Out	-	-	-	-	-	-	(450)	(450)
<b>At 31 March 2025</b>	<b>5,462</b>	<b>908</b>	<b>648</b>	<b>87</b>	<b>61</b>	<b>24</b>	<b>942</b>	<b>8,132</b>
<b>Depreciation:</b>								
At 01 April 2024	-	-	16	97	82	17	-	212
Charge for year	-	46	18	17	1	3	-	85
Disposals	-	-	-	(72)	(33)	-	-	(105)
Indexation	-	-	-	1	5	1	-	7
Revaluation	-	(46)	-	-	-	-	-	(46)
<b>At 31 March 2025</b>	<b>-</b>	<b>-</b>	<b>34</b>	<b>43</b>	<b>55</b>	<b>21</b>	<b>-</b>	<b>153</b>
<b>Carrying amount at 31 March 2024</b>	<b>5,462</b>	<b>878</b>	<b>391</b>	<b>58</b>	<b>6</b>	<b>6</b>	<b>546</b>	<b>7,347</b>
<b>Carrying amount at 31 March 2025</b>	<b>5,462</b>	<b>908</b>	<b>614</b>	<b>44</b>	<b>6</b>	<b>3</b>	<b>942</b>	<b>7,979</b>
<b>Asset financing:</b>								
Owned	5,462	908	614	44	6	3	942	7,979

### Analysis of Land and Property Balance (Net Book Value):

The valuations have been prepared in accordance with the Royal Institute of Chartered Surveyors (RICS) Global Standards insofar as these are consistent with the requirements of the client. Accordingly, as at 31 March 2025 the LPS valuations are not reported as being subject to 'material valuation uncertainty' as defined by VPS 3 and VPGA 10 of the RICS Valuation – Global Standards. Management considers this basis as the best available estimation of fair value. Plant and equipment were valued using indices.

## 5. Property, Plant and Equipment (continued)

	Land £'000	Buildings £'000	Infra- structure £'000	Plant & Machinery £'000	Fixtures & Fittings £'000	Transport Equipment £'000	Assets under Construction £'000	Total £'000
<b>Cost or Valuation:</b>								
At 01 April 2023	5,295	815	0	92	85	23	3,628	9,938
Additions	-	-	-	-	-	-	935	935
Disposals	(13)	-	-	-	-	-	-	(13)
Revaluation	57	(3,362)	-	-	-	-	-	(3,305)
Indexation	-	-	-	1	3	-	-	4
Transfers In	123	3,425	407	62	-	-	-	4,017
Transfers Out	-	-	-	-	-	-	(4,017)	(4,017)
<b>At 31 March 2024</b>	<b>5,462</b>	<b>878</b>	<b>407</b>	<b>155</b>	<b>88</b>	<b>23</b>	<b>546</b>	<b>7,559</b>
<b>Depreciation:</b>								
At 01 April 2023	-	-	-	75	79	14	-	168
Charge for year	-	143	16	21	1	3	-	184
Indexation	-	-	-	1	2	-	-	3
Revaluation	-	(143)	-	-	-	-	-	(143)
<b>At 31 March 2024</b>	<b>-</b>	<b>-</b>	<b>16</b>	<b>97</b>	<b>82</b>	<b>17</b>	<b>-</b>	<b>212</b>
<b>Carrying amount at 31 March 2023</b>	<b>5,295</b>	<b>815</b>	<b>-</b>	<b>17</b>	<b>6</b>	<b>9</b>	<b>3,628</b>	<b>9,770</b>
<b>Carrying amount at 31 March 2024</b>	<b>5,462</b>	<b>878</b>	<b>391</b>	<b>58</b>	<b>6</b>	<b>6</b>	<b>546</b>	<b>7,347</b>
<b>Asset financing:</b>								
<b>Owned</b>	<b>5,462</b>	<b>878</b>	<b>391</b>	<b>58</b>	<b>6</b>	<b>6</b>	<b>546</b>	<b>7,347</b>

## 6. Financial Instruments

As the cash requirements of MLKDC are met through Grant-in-Aid provided by TEO, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with MLKDC's expected purchase and usage requirements and the organisation is therefore exposed to little credit, liquidity or market risk.

**7. Cash and Cash Equivalents**

	<b>2024-25</b> <b>£'000</b>	<b>2023-24</b> <b>£'000</b>
Balance at 1 April	163	97
Net change in cash and cash equivalent balances	412	66
Balance at 31 March	<b>575</b>	<b>163</b>

The following balances at 31 March were held at:

Commercial banks and cash in hand	575	163
Balance at 31 March	<b>575</b>	<b>163</b>

**8. Trade Receivables, Financial and Other Assets**

	<b>2024-25</b> <b>£'000</b>	<b>2023-24</b> <b>£'000</b>
<b>Amounts due within one year:</b>		
Other receivables	2	3
Prepayments and accrued income	8	35
	<b>10</b>	<b>38</b>

**9. Trade Payables and Other Current Liabilities**

	<b>2024-25</b> <b>£'000</b>	<b>2023-24</b> <b>£'000</b>
<b>Amounts falling due within one year:</b>		
Trade payables, accruals and deferred income	672	302
VAT	-	-
	<b>672</b>	<b>302</b>

**10. Capital and Other Commitments**

	<b>2024-25</b> <b>£'000</b>	<b>2023-24</b> <b>£'000</b>
Contracted Capital commitments at 31 March not otherwise included in these financial statements	100	-
	<b>100</b>	<b>-</b>

## **11. Related-party Transactions**

MLKDC is a NDPB of TEO. TEO is regarded as a related party. During the year, MLKDC has had various material transactions with TEO as shown below.

	<b>2024-25</b> <b>£'000</b>	<b>2023-24</b> <b>£'000</b>
Grant in Aid from TEO	2,131	1,878
Secondment fees from TEO	-	3
Secondment & other fees paid to TEO	-	2
Creditors (due to TEO)	-	1

SIB is also a NDPB of TEO. MLKDC and SIB are regarded as related parties. During the year, MLKDC had various material transactions with SIB as shown below.

	<b>2024-25</b> <b>£'000</b>	<b>2023-24</b> <b>£'000</b>
Fees paid to SIB	63	65
Creditors due to SIB	17	5

## **Register of Interests**

The Chairman, Board members, Chief Executive and Executive Team are required to register all interests, direct or indirect, which members of the public might reasonably think could influence their judgment. The register of interests is available for public inspection by contacting MLKDC, 94 Halftown Road, Lisburn, BT27 5RF.

## **Transactions involving Chief Executive and the Executive Team**

There were no material related party transactions involving the Chief Executive or Executive Team during the year.

## **Transactions involving Board Members**

Transactions with related parties are conducted on an arm's length basis. The purchase of goods and services are subject to normal tendering processes and the organisation's procurement policy, which complies with DoF guidelines. All proposals and transactions are approved in line with the delegation policies approved by TEO.

During the year, there were no payments made nor due to companies/organisations related to Board members.

**12. Events after the reporting period**

There have been no significant events since the reporting period date that would affect these accounts.

**Date of authorisation for issue**

The Accounting Officer authorised the issue of these financial statements on 25 September 2025.