



MazeLongKesh

Partnership Agreement between:

The Executive Office (TEO)

And

Maze Long Kesh Development Corporation (MLKDC)

CONTENTS

Introduction	3
1. The Partnership Agreement.....	3
MLKDC Establishment and Purpose	7
2. Statutory Purpose and Strategic Objectives	7
MLKDC Governance Arrangements.....	9
3. Organisational Status	9
4. Governance Framework	9
5. MLKDC Board.....	10
6. Audit and Risk Assurance Committee	11
7. MLKDC Chair.....	12
8. MLKDC Chief Executive	13
Role of TEO	15
9. Partnership Working with MLKDC	15
10. Lead Official.....	16
11. Annual Engagement Plan	16
12. Departmental Accounting Officer	17
13. Attendance at Public Accounts Committee	18
Assurance Framework	20
14. Autonomy and Proportionality.....	20
15. Board Effectiveness.....	21
16. Board Appraisals	22
17. Internal Audit Assurance.....	22
18. Externally Audited Annual Report and Accounts	23
Signatories	25
Annex 1 - Applicable Legislation	26
Annex 2 –Annual Engagement Plan	27
Annex 3 - Delegations.....	33

Annex 4 –System of Assurance	42
Annex 5 – Concerns/Complaints in respect of Board members	43
Annex 6 - Applicable Guidance	45
Annex 7 - Role of the Minister	47
Annex 8 - Partnerships between Departments and Arm’s Length Bodies: NI Code of Good Practice.....	48

Introduction

1. The Partnership Agreement

- 1.1 This document sets out the partnership arrangements between the Maze Long Kesh Development Corporation (MLKDC) and the Executive Office (TEO). In particular, it explains the overall governance framework within which MLKDC operates, including the framework through which the necessary assurances are provided to stakeholders. Roles/responsibilities of partners within the overall governance framework are also outlined.

- 1.2 The partnership is based on a mutual understanding of strategic aims and objectives; clear accountability; and a recognition of the distinct roles each party contributes. Underpinning the arrangements are the principles set out in 'Partnerships between Departments and Arm's Length Bodies: the NI Code of Good Practice ***Partnerships between Departments and Arm's-Length Bodies***' which should be read in conjunction with this document. The principles which are laid out in the Code are:

LEADERSHIP

Partnerships work well when Departments and Arm's Length Bodies demonstrate good leadership to achieve a shared vision and effective delivery of public services. Strong leadership will provide inspiration, instil confidence and trust and empower their respective teams to deliver good outcomes for citizens.

PURPOSE

Partnerships work well when the purpose, objectives and roles of Arm's Length Bodies and the sponsor department are clear, mutually understood and reviewed on a regular basis. There needs to be absolute clarity about lines of accountability and responsibility between departments and Arm's Length Bodies. In exercising statutory functions Arm's Length Bodies need to have clarity about how their purpose and objectives align with those of departments.

ASSURANCE

Partnerships work well when departments adopt a proportionate approach to assurance, based on Arm's Length Bodies' purpose and a mutual understanding of risk. Arm's Length Bodies should have robust governance arrangements in place and in turn departments should give Arm's Length Bodies the autonomy to deliver effectively. Management information should be what is needed to enable departments and Arm's Length Bodies to provide assurance and assess performance.

VALUE

Partnerships work well when departments and Arm's Length Bodies share knowledge, skills and experience in order to enhance their impact and delivery. Arm's Length Bodies are able to contribute to policy making and departmental priorities. There is a focus on innovation, and on how departments and Arm's Length Bodies work together to deliver the most effective policies and services for its customers.

ENGAGEMENT

Partnerships work well when relationships between departments and Arm's Length Bodies are open, honest, constructive and based on trust. There is mutual understanding about each other's objectives and clear expectations about the terms of engagement.

A full copy of the NI Code can be found at Annex 8.

1.3 This document should also be read in conjunction with [guidance on proportionate autonomy](#)¹ which provides an outline of the principles and characteristics for proportionate autonomy. Guidance on proportionate autonomy has been considered in determining the extent of engagement and assurance to be established between MLKDC and TEO and this is reflected in this agreement.

1.4 TEO and MLKDC are committed to:

- Working together within distinct and defined roles and responsibilities;
- Maintaining focus on successful delivery of Programme for Government outcomes and Ministerial priorities (see also paras 2.6 and 2.7);
- Maintaining open and honest communication and dialogue;
- Keeping each other informed of any issues and concerns, and of emerging areas of risk;
- Supporting and challenging each other on developing policy and delivery;
- Seeking to resolve issues quickly and constructively;
- Acting at all times in the public interest and in line with the values of integrity, honesty, objectivity and impartiality; and
- Acknowledging each other's respective skill set in order to regenerate the Maze Long Kesh site.

1.5 The effectiveness of the partnership and the associated Engagement Plan (see Annex 2 for standard template) will be reviewed each year by TEO and MLKDC in order to assess whether the partnership is operating as intended and to identify any emerging issues/opportunities for enhancement. This can be carried out as part of existing governance arrangements. The Partnership Agreement document itself will be reviewed formally at least once every three years to ensure it remains fit for purpose and up-to-date in terms of current governance frameworks. The formal review will be proportionate to MLKDC's size and overall

¹ Partnership Working: Proportionate Autonomy for ALBs. (Attachment to DAO (DoF) 06/19, dated 09 December 2019).
Weblink: <https://www.finance-ni.gov.uk/publications/arms-length-bodies-guidance>

responsibilities and will be published on TEO and MLKDC websites as soon as practicable following completion.

- 1.6 A copy of this agreement has been placed in the Assembly Library and is available on the TEO and MLKDC websites.

MLKDC Establishment and Purpose

2. Statutory Purpose and Strategic Objectives

2.1 MLKDC is a non-departmental public body (NDPB) established under the Strategic Investment and Regeneration of Sites (Maze/Long Kesh Development Corporation) Order (NI) 2011. It became operational in September 2012, with the appointment of the Chairman and the Board. For national accounts purposes MLKDC is classified to the central government sector.

2.2 MLKDC's statutory object is defined under the Strategic Investment and Regeneration of Sites (NI) Order 2003 at Article 16 (1) and 16(2), which it is to secure the regeneration of the Maze Long Kesh site by the following means, as appropriate:

- Bringing land and buildings into effective use;
- Encouraging public and private investment and the development of industry and commerce;
- Creating an attractive environment; and
- Ensuring that social, recreational, cultural and community facilities are available.

2.3 The First and deputy First Ministers are answerable to the Assembly for the overall performance and delivery of both TEO and MLKDC.

2.4 The Executive's outcome-based approach to delivery recognises the importance of arm's length bodies and departments working collaboratively and together in a joined-up approach to improve overall outcomes and results.

2.5 To that end there is strategic alignment between the aims, objectives and expected outcomes and results of MLKDC and TEO as articulated in the MLKDC vision below:

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

- 2.6 In 2012 the Office of the First Minister and the Deputy First Minister, now TEO, Ministers created a Development Corporation to realise the economic, historical and reconciliation potential of the Maze/Long Kesh Regeneration Site.
- 2.7 These objectives are delivered through the MLKDC Annual Business Plan.
- 2.8 The objectives also seek to contribute to the outcomes-based Programme for Government (PfG), as far as is practicable and achievable, within the current constrained framework within which MLKDC has to operate.
- 2.9 The Ministers will be responsible for agreeing, at a high level, the future regeneration of the site.
- 2.10 Pending Ministerial agreement and direction on the way forward with the MLK site, the remit of MLKDC is limited to:
- maintenance and preservation of the listed buildings and scheduled monuments;
 - essential Health and Safety works;
 - maintaining security of the site; and
 - managing the existing tenants.
- 2.11 In addition, MLKDC continues to identify and explore possible options to inform the approach to development of the site in order to be in a position to provide advice to Ministers on redevelopment and regeneration plans.

MLKDC Governance Arrangements

3. Organisational Status

3.1 MLKDC is a legal entity in its own right, employing its own staff and operating at arm's-length from TEO. As a legal entity it must comply with all associated legislation including legislation relating to its employer status.

4. Governance Framework

4.1 MLKDC has an established Corporate Governance Framework which reflects all relevant good practice guidance. The framework includes the governance structures established within MLKDC and the internal control and risk management arrangements in place. This includes its Board and Committee Structure.

4.2 An account of this is included in MLKDC's annual Governance Statement together with the MLKDC Board's assessment of its compliance with the extant [Corporate Governance in Central Government Departments: Code of Good Practice \(NI\)](#)². Any departure from the Corporate Governance Code must be explained in the Governance Statement. The extant Corporate Governance Code of Good Practice (NI) is available on the Department of Finance (DoF) website.

4.3 MLKDC is required to follow the principles, rules, guidance and advice in Managing Public Money Northern Ireland. A list of other applicable guidance and instructions which MLKDC is required to follow is set out in Annex 6. Good governance should also include positive stakeholder engagement, the building of positive relationships and a listening and learning culture.

² <https://www.finance-ni.gov.uk/sites/default/files/2025-02/daodof0225att.pdf>

5. MLKDC Board

- 5.1 MLKDC is led by a Board, non-executive members of which are appointed by TEO. As specified in the Strategic Investment and Regeneration of Sites (Maze/Long Kesh Development Corporation) Order (Northern Ireland) 2011, in addition to the chairman, the corporation shall consist of 10 other members. The appointment process for non-executive Board members complies with the Code of Practice on Public Appointments for Northern Ireland. The Board are entitled to invite non-paid observers to attend meetings of the Board who will have an advisory function only.
- 5.2 As Public Appointees Board members are office holders rather than employees, they are not subject to employee terms and conditions. Board appraisal arrangements are set out in paras 15.1 and 15.2, and matters for consideration in dealing with concerns/complaints in respect of Board members are provided in Annex 5.
- 5.3 The Board's Standing Orders provide further detail on roles and responsibilities and align closely with this Partnership Agreement.
- 5.4 The purpose of the MLKDC Board is to provide effective leadership and strategic direction to the organisation and to ensure that the policies and priorities set by the Ministers for TEO are implemented. It is responsible for ensuring that the organisation has effective and proportionate governance arrangements in place and an internal control framework which allow risks to be effectively identified and managed. The Board will set the culture and values of the organisation and set the tone for the organisation's engagement with stakeholders and customers.
- 5.5 The Board is responsible for holding the Chief Executive to account for the management of the organisation and the delivery of agreed plans and outcomes. The Board should also however support the Chief Executive as appropriate in the exercise of their duties.

- 5.6 Board members act solely in the interests of MLKDC and must not use the Board as a platform to champion their own interests or pursue personal agendas. They occupy a position of trust, and their standards of action and behaviour must be exemplary and in line with the seven principles of public life (Nolan principles). MLKDC has a Board Code of Conduct and there are mechanisms in place to deal with any Board disputes/conflicts to ensure they do not become wider issues that impact on the effectiveness of the Board. A Board Register of Interests is maintained, kept up to date and is publicly available to help provide transparency and promote public confidence in MLKDC.
- 5.7 Communication and relationships within the Board are underpinned by a spirit of trust and professional respect. The Board recognises that using consensus to avoid conflict or encouraging members to consistently express similar views or consider only a few alternative views does not encourage constructive debate and does not give rise to an effective Board dynamic.
- 5.8 It is for the Board to decide what information it needs, and in what format, for its meetings/effective operation. If the Board is not confident that it is being fully informed about the organisation this will be addressed by the Chair of the Board as the Board cannot be effective with out-of-date or only partial knowledge.
- 5.9 In order to fulfil their duties, Board members must undertake initial training, and regular ongoing training and development. Review of Board skills and development will be a key part of the annual review of Board effectiveness.

6. Audit and Risk Assurance Committee

- 6.1 A further important aspect of MLKDC's governance framework is its Audit and Risk Assurance Committee, established in line with the extant Audit and Risk Assurance Committee Handbook (NI).
- 6.2 The Audit and Risk Assurance Committee's purpose and role is to support the Accounting Officer and Board on governance issues. In line with the handbook the Audit and Risk Assurance Committees focuses on:

- Assurance arrangements over governance; financial reporting; annual reports and accounts, including the Governance Statement; and
- Ensuring there is an adequate and effective risk management and assurance framework in place.

6.3 MLKDC and TEO have agreed arrangements in respect of Audit and Risk Assurance Committees which include:

- Attendance by departmental representatives in an observer capacity at MLKDC's Audit and Risk Assurance Committee meetings;
- Access to MLKDC Audit and Risk Assurance Committee papers and minutes;
- The provision of input required from MLKDC's Audit and Risk Assurance Committee to TEO's Audit and Risk Assurance Committee.

6.4 Full compliance with the Audit and Risk Assurance Committee Handbook (NI) is an essential requirement. In the event of significant non-compliance with the handbook's five good practice principles (or other non-compliance) discussion will be required with TEO and a full explanation provided in the annual Governance Statement.

6.5 The extant Audit and Risk Assurance Committee Handbook (NI) is available on the DoF website at [Audit committees | Department of Finance \(finance-ni.gov.uk\)](https://www.finance-ni.gov.uk/audit-committees).

7. **MLKDC Chair**³

7.1 The Chair is responsible for setting the agenda and managing the Board to enable collaborative and robust discussion of issues. The Chair's role is to develop and motivate the Board and ensure effective relationships in order that the Board can work collaboratively to reach a consensus on decisions. To achieve this, he or she should ensure:

- The Board has an appropriate balance of skills appropriate to its business;

³ The role of the Chair is currently being facilitated on a rotating basis by current board members and this section should be interpreted in that context, pending appointment of a substantive Chair.

- Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- Board members receive and maintain appropriate training;
- The Ministers are advised of MLKDC's needs when board vacancies arise;
- There are Board Standing Orders in place setting out the roles and responsibilities of the Board in line with relevant guidance;
- There is a code of practice for Board members in place, consistent with relevant guidance.

7.2 The role also requires the establishment of an effective working relationship with the Chief Executive that is simultaneously collaborative and challenging. It is important that the Chair and Chief Executive act in accordance with their distinct roles and responsibilities as laid out in Managing Public Money and their appointment letters.

7.3 The Chair has a presence in the organisation and cultivates external relationships which provide useful links for the organisation while being mindful of overstepping boundaries and becoming too involved in day-to-day operations or executive activities.

8. MLKDC Chief Executive

8.1 The role of the MLKDC Chief Executive is to run MLKDC's business. The Chief Executive is responsible for all executive management matters affecting the organisation and for leadership of the executive management team.

8.2 The Chief Executive is designated as MLKDC Accounting Officer by TEO Accounting Officer (see section 12). As Accounting Officer, they are responsible for safeguarding the public funds in their charge and ensuring they are applied only to the purposes for which they were voted and more generally for efficient and economical administration.

- 8.3 The Chief Executive is accountable to the Board for MLKDC's performance and delivery of outcomes and targets and is responsible for implementing the decisions of the Board and its Committees. The CEO maintains a dialogue with the Chair on the important strategic issues facing the organisation and for proposing Board agendas to the Chair to reflect these. The CEO ensures effective communication with stakeholders and communication on this to the Board. The CEO also ensures that the Chair is alerted to forthcoming complex, contentious or sensitive issues, including risks affecting the organisation.
- 8.4 The Chief Executive acts as a role model to other executives by exhibiting open support for the Chair and Board members and the contribution they make. The Chair and Chief Executive have agreed how they will work together in practice, understanding and respecting each other's role, including the Chief Executive's responsibility as Accounting Officer.
- 8.5 Further detail on the role and responsibilities of the Chief Executive is as laid out in Managing Public Money NI and their Accounting Officer appointment letter.

The Chief Executive's role as Principal Officer for Ombudsman Cases

- 8.6 The Chief Executive is the Principal Officer for handling cases involving the NI Public Sector Ombudsman. The CEO shall advise the TEO Accounting Officer of any complaints about MLKDC accepted by the Ombudsman for investigation, and about the proposed response to any subsequent recommendations from the Ombudsman.

Role of TEO

9. Partnership Working with MLKDC

- 9.1 TEO and MLKDC are part of a total delivery system, within the same Ministerial portfolio. The partnership between TEO and MLKDC is open, honest, constructive and based on trust. There is mutual understanding of each other's objectives and clear expectations on the terms of engagement.
- 9.2 In exercising its functions MLKDC has absolute clarity on how its purpose and objectives align with those of TEO. There is also a shared understanding of the risks that may impact on each other, and these are reflected in respective Risk Registers.
- 9.3 There is a regular exchange of skills and experience between TEO and MLKDC and where possible joint programme/project delivery boards/ arrangements. MLKDC may also be involved as a partner in policy/strategy development and provides advice on policy implementation/ the impact of policies in practice.
- 9.4 DoF has established, on behalf of the Assembly, a delegated authority framework which sets out the circumstances where prior DoF approval is required before expenditure can be incurred or commitments entered into. The Accounting Officer of TEO has established an internal framework of delegated authority for TEO and its ALB's which apply to MLKDC. Other specific approval requirements established in respect of MLKDC are as set out at Annex 3.
- 9.5 Once MLKDC's budget has been approved by the First and deputy First Ministers and subject to any restrictions imposed by statute, MLKDC shall have authority to incur expenditure approved in the budget without further reference to TEO. Inclusion of any planned and approved expenditure in the budget shall not however remove the need to seek formal departmental approval where proposed expenditure is outside the delegated limits (as laid out in Annex 3) or is for new schemes not previously agreed. Nor does it negate the need to follow due

processes laid out in guidance contained in Managing Public Money NI and Better Business Cases NI.

10. Lead Official

10.1 TEO has appointed a lead senior official (usually Grade 5 level) to manage the relationship with MLKDC and ensure effective partnership working. Engagement between TEO and MLKDC will be co-ordinated, collaborative and consistent. A clear sense of collaboration and partnership will be communicated to staff in both TEO and MLKDC in order to promote mutual understanding and support. The lead sponsor official will be supported by other team members and key contacts within TEO.

10.2 The lead senior official is the policy lead for the policy area relating to MLKDC's business and has a clear understanding of MLKDC's responsibilities for policy implementation/operational delivery and the relevant audiences/stakeholders involved.

10.3 The lead senior official will ensure that where there are departmental staff changes, time is taken to ensure they have a full understanding of MLKDC's business and challenges.

11. Annual Engagement Plan

11.1 TEO and MLKDC will agree an engagement plan before the start of each business year. The Annual Engagement Plan (Annex 2) will set out the timing and nature of engagement between MLKDC and TEO. The engagement plan will be specific to MLKDC and should not stray into operational oversight.

11.2 Engagement between TEO's lead official/their teams and MLKDC will be centred on partnership working, understanding of shared risks and working together on business developments that align with policy objectives.

11.3 In line with relevant guidance⁴, MLKDC will work in collaboration and partnership with TEO to prepare corporate and business plans. There should be good high level strategic alignment between departmental and MLKDC plans. Once approved it will be the Board of MLKDC that primarily holds the Chief Executive to account for delivery and performance. TEO will engage with MLKDC on areas of strategic interest, linking departmental policy and MLKDC delivery of policy intent.

11.4 The Annual Engagement Plan will also reference the agreed management and financial information to be shared over the course of a year. The aim will be to ensure clear understanding of why information is necessary and how it will be used. Where the same, or similar information is required for internal governance information requirements will be aligned so that a single report can be used for both purposes. In addition, the Engagement Plan should consider opportunities for learning and development, growth and actions which could help achieve better outcomes.

12. Departmental Accounting Officer

12.1 TEO Accounting Officer is accountable to the NI Assembly for the issue of grant in aid to MLKDC. He has designated the Chief Executive of MLKDC as MLKDC Accounting Officer and respective responsibilities of TEO Accounting Officer and the MLKDC Accounting Officer are set out in Chapter 3 of Managing Public Money Northern Ireland. TEO Accounting Officer may withdraw the MLKDC Accounting Officer designation if he concludes that the MLKDC Accounting Officer is no longer a fit person to carry out the responsibilities of an Accounting Officer or that it is otherwise in the public interest that the designation be withdrawn. In such circumstances the MLKDC Board will be given a full account of the reasons for withdrawal and a chance to make representations. Withdrawal of MLKDC Accounting Officer status would bring into question employment as Chief Executive and the Chair should engage with TEO should such circumstances arise.

⁴ Guidance issued by TEO on NICS Work Programme which includes guidance on business planning for an outcomes-based PfG/ODP

12.2 As outlined in section 8, the MLKDC Chief Executive is accountable to the MLKDC Board for his/her stewardship of MLKDC. This includes advising the Board on matters of financial propriety, regularity, prudent and economical administration, efficiency and effectiveness.

12.3 TEO Accounting Officer must be informed in the event that the judgement of the MLKDC Accounting Officer (on matters for which they are responsible) is overridden by the MLKDC Board. The MLKDC Accounting Officer must also take action if the MLKDC Board is contemplating a course that would infringe the requirement for financial propriety, regularity, prudent and economical administration, efficiency or effectiveness. In all other regards, TEO Accounting Officer has no day-to-day involvement with MLKDC or its Chief Executive.

12.4 In line with DoF requirements, the MLKDC Accounting Officer will provide a quarterly declaration of fitness to act as Accounting Officer to TEO Accounting Officer, included as part of existing stewardship reporting arrangements.

13. Attendance at Public Accounts Committee

13.1 The MLKDC Chief Executive/Accounting Officer may be summoned to appear before the Public Accounts Committee to give evidence on the discharge of their responsibilities as Accounting Officer (as laid out in their Accounting Officer appointment letter) on issues arising from the Comptroller & Auditor General's (C&AG) studies or reports following the annual audit of accounts.

13.2 The Chair may also, on occasion, be called to give evidence to the Public Accounts Committee on such relevant issues arising within the C&AG's studies or reports, in relation to the role and actions taken by the Board, where appropriate.

13.3 In addition, the TEO Accounting Officer may be summoned to appear before the Public Accounts Committee to give evidence on the discharge of their responsibilities as departmental Accounting Officer with overarching

responsibility for MLKDC. In such circumstances, TEO Accounting Officer may therefore expect to be questioned on their responsibilities to ensure that:

- There is a clear strategic control framework for MLKDC;
- Sufficient and appropriate management and financial controls are in place to safeguard public funds;
- The nominated Accounting Officer is fit to discharge his or her responsibilities;
- There are suitable internal audit arrangements;
- Accounts are prepared in accordance with the relevant legislation and any accounting direction; and
- Intervention is made, where necessary, in situations where the MLKDC Accounting Officer's advice on transactions in relation to regularity, propriety or value for money is overruled by the body's Board or its Chair.

Assurance Framework

14. Autonomy and Proportionality

14.1 TEO will ensure that MLKDC has the autonomy to deliver effectively, recognising its status as a separate legal entity which has its own Board and governance arrangements. Guidance on proportionate autonomy has been considered in determining the extent of engagement and assurance established between MLKDC and TEO and is reflected in this agreement.

14.2 A proportionate approach to assurance will be taken based on MLKDC's overall purpose, business and budget and a mutual understanding of risk. The approach will include an agreed process through which the MLKDC Accounting Officer provides written assurance to TEO that the public funds and organisational assets for which they are personally responsible are safeguarded, have been managed with propriety and regularity, and use of public funds represents value for money.

14.3 Recognising the governance arrangements in place within the organisation, the MLKDC Accounting Officer will arrange for their written assurance to be discussed at the MLKDC Audit and Risk Assurance Committee and presented to the MLKDC Board prior to submission to TEO. If not possible, or practicable, the Chair of the MLKDC Board should have sight of the assurance statement, prior to being submitted to TEO.

14.4 In those circumstances, the MLKDC Chair will provide written confirmation that the MLKDC Accounting Officer's formal assurance is reflective of MLKDC's current position.

14.5 In addition to the MLKDC Accounting Officer's written assurance, TEO will take assurance from the following key aspects of MLKDC's own governance framework:

- Annual Review of Board Effectiveness;

- Completion of Board Appraisals which confirm Board member effectiveness;
- Internal Audit assurance and External Quality Assessment of the Internal Audit function;
- Externally audited Annual Report and Accounts, reviewed/considered by the MLKDC Audit and Risk Assurance Committee.

15. Board Effectiveness

15.1 The MLKDC Chair will ensure that the MLKDC Board undertakes an annual review of Board Effectiveness⁵ which encompasses committees established by the Board.

15.2 The Chair will discuss the outcome of the annual review of Board Effectiveness with the lead official to ensure a partnership approach to any improvements identified. This will inform the annual programme of Board training/development and discussions in respect of Board composition and succession.

15.3 In line with any parameters set out in founding (or other) legislation, the Chair in conjunction with TEO, and Ministers where appropriate, will consider the size and composition of the MLKDC Board, proportionate to the size and complexity of MLKDC and keep this under review.

15.4 In addition to the annual review of Board Effectiveness MLKDC will undertake an externally facilitated review of Board effectiveness at least once every three years covering the performance of the Board, its committees and individual Board members. The Chair will liaise with TEO to identify a suitably skilled facilitator for the external review (this can be a peer review and should be proportionate) and will share the findings/outcome report with TEO on completion of the review.

⁵ NIAO Good Practice Guide on Board Effectiveness

16. Board Appraisals

16.1 The Chair of MLKDC will conduct an annual appraisal in respect of each Board member which will also inform the annual programme of Board training/development. The Chair will engage with the Chief Executive/lead official as appropriate on improvements identified through the appraisal process and the annual training/development programme.

16.2 The Chair's annual appraisal will be completed by the Accounting Officer within TEO. The appraisal will take account of the Key Characteristics of a good chairperson (particularly for the Chair to have well developed interpersonal skills) set out in the NIAO Good Practice Guide on Board Effectiveness available on the NIAO website. There will be close engagement between the Chair and the lead official on improvements identified through the appraisal process.

17. Internal Audit Assurance

17.1 MLKDC is required to establish and maintain arrangements for an internal audit function that operates in accordance with the Public Sector Internal Audit Standards (PSIAS). TEO must be satisfied with the competence and qualifications of the Head of Internal Audit and that the requirements for approving appointments are in accordance with PSIAS.

17.2 In the event that the internal audit function is contracted out, MLKDC shall ensure TEO is satisfied that the contract specification for the internal audit service meets the requirements of PSIAS.

17.3 MLKDC will provide its internal audit strategy, periodic audit plans and annual audit report, including the Head of Internal Audit's opinion on risk management, control and governance to TEO. MLKDC will ensure TEO's internal audit team have complete right of access to all relevant records. This applies whether the internal audit function is provided in-house or is contracted out.

17.4 MLKDC will ensure regular, periodic self-assessments of the internal audit function in line with PSIAS and will share these with TEO. MLKDC will also liaise with TEO on the External Quality Assessment (EQA) of the internal audit function which (in line with PSIAS) is required to be conducted at least once every five years by a qualified independent assessor.

17.5 MLKDC will alert TEO to any less than satisfactory audit reports at the earliest opportunity on an ongoing basis. MLKDC will also alert TEO to a less than satisfactory annual opinion from the Head of Internal Audit at the earliest opportunity. MLKDC and TEO will then engage closely on actions required to address the less than satisfactory opinion in order to move MLKDC to a satisfactory position as soon as possible.

17.6 TEO will take assurance from the fact that MLKDC has met the requirements of PSIAS and has a satisfactory annual opinion from the Head of Internal Audit as part of its overall assurance assessment.

18. Externally Audited Annual Report and Accounts

18.1 MLKDC is required to prepare an Annual Report and Accounts in line with the Government Financial Reporting Manual (FRm) issued by DoF and the specific Accounts Direction issued by TEO, and in accordance with the deadlines specified.

18.2 The C&AG will arrange to audit the MLKDC's annual report and accounts and will issue an independent opinion on the annual report and accounts. MLKDC passes the accounts to TEO who shall lay them before the NI Assembly together with MLKDC's annual report.

18.3 The C&AG will also provide a Report to Those Charged with Governance (RTTCWG) to MLKDC which will be shared with TEO.

18.4 MLKDC will alert TEO to any likely qualification of the accounts at the earliest opportunity. In the event of a qualified audit opinion or significant issues reported

in the RTTCWG TEO will engage with MLKDC on actions required to address the qualification/significant issues.

18.5 TEO will take assurance from the external audit process and an unqualified position as part of its overall assurance assessment.

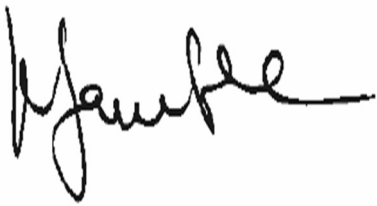
18.6 The C&AG may carry out examinations into the economy, efficiency and effectiveness with which MLKDC has used its resources in discharging its functions. The C&AG may also carry out thematic examinations that encompass the functions of MLKDC.

18.7 For the purpose of audit and any other examinations, the C&AG has statutory access to documents as provided for under Articles 3 and 4 of the Audit and Accountability (Northern Ireland) Order 2003.

18.8 Where making payment of a grant, or drawing up a contract, MLKDC should ensure that it includes a clause which makes the grant or contract conditional upon the recipient or contractor providing access to the C&AG in relation to documents relevant to the transaction. Where subcontractors are likely to be involved, it should also be made clear that the requirements extend to them.

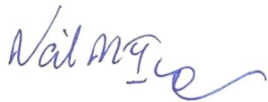
Signatories

MLKDC and TEO agree to work in partnership with each other in line with the NI Code of Good Practice '**Partnerships between Departments and Arm's-Length Bodies**' and the arrangements set out in this Agreement.



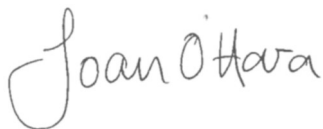
Signed (MLKDC Chair)

Date: 19 January 2026



Signed (MLKDC Acting Chief Executive)

Date: 16 December 2025



Signed (Department)

Date 05 February 2026

Annex 1 - Applicable Legislation

The founding legislation and other key statutes which provide MLKDC with its statutory functions, duties and powers.

- The Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003
- The Strategic Investment and Regeneration of Sites (Mazel/Long Kesh Development Corporation) Order (Northern Ireland) 2011

Annex 2 –Annual Engagement Plan

Good engagement is one of the key principles in the Partnership Code, underpinning the other principles of: Leadership; Purpose; Assurance; and Value.

As laid out in the Code, partnerships work well when relationships between departments and ALB's are open, transparent, honest, constructive and based on trust and when there is mutual understanding of each other's objectives and clear expectations about the terms of engagement.

The template provided outlines the key areas of engagement between TEO and MLKDC. The template is not intended to be prescriptive and should be completed collaboratively and agreed between TEO and the MLKDC.

Engagement Plan 2025/26		
Policy Development and Delivery <i>Add details of the planned engagement between the MLKDC and TEO in relation to development and monitoring of existing and new areas of policy.</i>		
Policy Area	Frequency/Timing/ Indicative Date	Lead Departmental/MLKDC Officials
Strategic Investment/Regeneration	Annual Liaison Meetings	TEO Grade 5 MLKDC CEO/DoD
Strategic Planning		
Activity	Frequency/Timing/ Indicative Date	Lead Departmental/MLKDC Official
MLKDC Strategic Planning Workshops – encompassing strategic planning and risk identification. Informed by input on departmental priorities/plans and risk areas	Annual - Sufficiently well in advance of each April to inform development of the Business Plan for the year ahead	MLKDC Board Invite extended to TEO AO
Engagement on the draft Business Plan and	Annual	Sponsor Branch G7 / CEO

identification of areas of strategic interest to TEO to inform further scheduled engagement during the year	Before 30 April each year	
Submission/presentation of the MLKDC Business Plan to TEO	Annual Before 31 May each year	Sponsor Branch G7 / CEO
Approval of the MLKDC Business Plan	Annual	TEO G3, TEO Departmental Board, Ministers
Engagement on areas of strategic interest in respect of the MLKDC Business Plan during the year	Ongoing	Sponsor Branch G7 / CEO

Joint Working

Add details of any interchange opportunities, and/or joint programme/project delivery boards

Activity	Frequency/Timing/ Indicative Date	Lead Departmental/MLKDC Official
N/A		

Board Appointments

Add details of any engagement related to Public Appointment exercises

Activity	Frequency/Timing /Indicative Date	Lead Departmental/MLKDC Official
Appointment of Chair and x 6 Board Members	As soon as possible, Subject to Ministerial agreement	Sponsor Branch G7 / CEO / Chair

Permanent Chief Executive Recruitment

Add details of any engagement related to the recruitment of a new Chief Executive (if anticipated during the year ahead). MLKDCs should engage with TEO at an early stage in the event of the recruitment of a new Chief Executive. While

recognising the role of the Board as employer, TEO will work closely with the MLKDC in the recruitment and selection process in line with extant guidance.

Activity	Frequency/Timing/ Indicative Date	Lead Departmental/MLKDC Official
Decision on permanent CEO Post	Ongoing	Sponsor Branch G7 / MLKDC Board

Assurances

Add details of the timetable for submission of key assurance sources and any other assurance related activity

Action	Frequency/Timing/ Indicative Date	Lead Departmental/MLKDC Official
Outcome of the Review of Board Effectiveness	Annual review with an externally facilitated review at least once every three years	Sponsor Branch G5 and G7 / CEO
Accountability and Liaison Meeting	Quarterly	Sponsor Branch G5 and G7 / CEO
Verification Exercise	Annual	Sponsor Branch G7 / MLKDC Finance Director
Planning for the externally facilitated review of Board Effectiveness	At least once every three years. Next Due: March 2027	Sponsor Branch G5 and G7 / CEO
Board Appraisals and planned training/development for Board members	Annual Each April	Sponsor Branch G7 / G5 / MLKDC Chair
Chair Appraisal	Annual Each April	TEO AO, Sponsor Branch G5 and G7 / MLKDC Chair

Departmental Attendance at ARAC	Attendance as observer at least 4 times per annum	Sponsor Branch G7 / CEO
Assurance Statement	Quarterly	Sponsor Branch G5 and G7 / CEO
Governance Statement	Bi-annual March and June Reviewed as part of ARAC Attendance	Sponsor Branch G7 / MLKDC Finance Director
Annual Report and Accounts		
Report to those Charged with Governance		
Head of Internal Audit Annual Report/Opinion		
Engagement on other planned NIAO reports	As required - Reviewed as part of ARAC Attendance	Sponsor Branch G7 / MLKDC Finance Director
Internal Audit Strategy and Plans	Reviewed as part of ARAC Attendance	Sponsor Branch G7 / MLKDC Finance Director
Internal Audit External Quality Assessment	To be conducted at least once every five years. Next Due 2030	Sponsor Branch G7 / MLKDC Finance Director
Budget Management		
<i>Add details of the information and returns to be provided.</i>		
Item and Purpose	Frequency/Timing/ Indicative Date	Lead Departmental/MLKDC Official
Engagement on budget requirements and Forecast Expenditure for the Financial Year	Monitoring Rounds and ad hoc budget forecast commissioned by TEO Finance	Sponsor Branch G7 / MLKDC Finance Director
Departmental approval of the annual budget	April	DOF and TEO Finance / MLKDC CEO
Monthly Financial Management Consumption Returns	Monthly	Sponsor Branch G7 / MLKDC Finance Director
Monthly Cash Forecast	Monthly	Sponsor Branch G7 / MLKDC Finance Director

Monitoring Round Returns	Quarterly	Sponsor Branch G7 / MLKDC Finance Director
Provisional Outturn	Following end of Financial Year	TEO Finance / MLKDC Finance Director
Final Outturn	Following end of Financial Year	TEO Finance / MLKDC Finance Director
Other		
Item and Purpose	Frequency/Timing/ Indicative Date	Lead Departmental/MLKDC Official
Accounting Officer - Fitness to Act as Accounting Officer	Quarterly - Provided as part of Assurance Reporting	Sponsor Branch G5 and G7 / CEO
Fraud Reporting	Immediate reporting of all frauds (proven or suspected including attempted fraud)	Department will report frauds immediately to DoF and C&AG. Sponsor Branch G5 and G7 / CEO
Fraud Reporting	Annual fraud return commissioned by DoF on fraud and theft suffered by ALB. Quarterly Accountability & Liaison Meeting – standing item on agenda	Sponsor Branch G5 and G7 / CEO
Media management protocols	Ongoing	Sponsor Branch G5 and G7 / CEO
Preparation of business cases	Ongoing	Sponsor Branch G7 / CEO
Review of the Partnership Arrangement		
<i>Tailor as required to reflect the specific requirements</i>		
Item and Purpose	Frequency/Timing/ Indicative Date	Lead Departmental/MLKDC Official

Light touch review of the Partnership Agreement	Annual Due: 12 months from the date of this agreement.	Sponsor Branch G7 / CEO
Formal review of the Partnership Agreement	To be conducted once every three years Due: three years from the date of this agreement.	Sponsor Branch G7 / CEO

Annex 3 - Delegations

This section reflects the delegated limits and authorities at the time of drafting, including CG01/22. While effort will be made to ensure this annex is updated as and when required, in the event of any discrepancy precedence will be given to the DOF or TEO guidance applicable at the time.

Delegated authorities

MLKDC shall obtain TEO's prior written approval before:

- Entering into any undertaking to incur any expenditure that falls outside the delegations, or which is not provided for in the MLKDC's annual budget as approved by TEO;
- Incurring expenditure for any purpose that is or might be considered novel or contentious, or which has or could have significant future cost implications;
- Making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by TEO;
- Making any change of policy or practice which has wider financial implications that might prove repercussive, or which might significantly affect the future level of resources required; or
- Carrying out policies that go against the principles, rules, guidance and advice in Managing Public Money Northern Ireland.

These delegations shall not be altered without the prior agreement of TEO and, where applicable, DoF.

GENERAL

Delegated Expenditure Limits

These delegated expenditure limits have been agreed by TEO and DoF and are set out in TEO's 'Expenditure Approval Guidance' (currently CG01/22). Adherence to these limits will be verified through regular test drilling by the Department.

Table 1 – Summary Table of Delegated Limits

(All costs include VAT)

Arm's Length Body	Goods and Services (£k)	Capital (£k)	ICT Projects (£k)	External Consultancy (£k)	Direct Award Contracts (£k)
MLKDC	Full resource	1,000 ⁶	10	5	150

As MLKDC cannot recover VAT, its expenditure delegation limits are inclusive of VAT

Where an individual expenditure decision falls within more than one delegation category the requirements of the lowest limit will apply.

There is a requirement for MLKDC to work with Digital, Security and Finance Shared Services (DSF) to consider the extension of shared service coverage and the default position should be to make use of DSF shared services wherever possible.

DSF provides a range of services including IT; Finance; Digital Transformation (including NI Direct); and Property Management, with HR services managed by NICS HR. MLKDC must consider at an early stage, and in consultation with DSF, whether the DSF shared services offer a viable alternative. This option should be appraised in all relevant business cases. A decision not to use DSF services (other than when DSF has confirmed that it is not viable to do so) must be approved by the TEO and DoF Accounting Officers.

Purchasing All Goods, Services and Works

The following thresholds apply when MLKDC purchases goods, services and works.

Table 2 - Delegated Authority for the Purchase of Goods, Services and Works

⁶ The MLK DC non-RRI capital expenditure limit is £1,000.

(All costs include VAT)

THRESHOLDS	NUMBER/TYPE OF TENDER REQUIRED	AUTHORISATION
Up to £1,500 *	In first instance use an existing framework if available for use. In absence of available framework price check should be carried out with at least 2 contractors / suppliers and documented	DP or equivalent as determined by the Accounting Officer
£1,500 and up to £10,000 *	In first instance use an existing framework if available for use. In absence of available framework price check should be carried out with at least 2 contractors / suppliers and documented	Director (Grade7) or equivalent as determined by the Accounting Officer
>£10,000 - < £50,000 **	3 written quotations are sought, where this is possible	Head of Division or equivalent as determined by the Accounting Officer
> £50,000 < EU Thresholds ***	Procurement to be carried out by CPD	Chief Executive, with prior approval from TEO

* Annex A of PPN 4/21 (supersedes PGN 4/12) applies for purchases up to £5,000. Please refer for guidance.

Where MLKDC is unable to obtain a sufficient number of tenders, it must advise TEO of the situation and supply reasons for insufficient number of tenders having been

sought. Records of all correspondence are to be retained on file including any justification given and/or approvals obtained.

In order to obtain the required minimum number of quotations/tenders, purchasing officers should always aim to invite more than the stipulated number. In the case of the level up to £10,000 every attempt should be made to obtain more than one quotation.

If the estimated value of the purchase is close to the upper limit then it would be advisable to invite the number of quotations/tenders required in the next level. The possibility of combining repeat purchases to increase buying power should be explored. Orders must not be split so as to avoid the need for competitive tendering.

For any purchase or contract above £10,000 where the minimum number of quotations/tenders was not obtained, MLKDC may permit the purchase to proceed if satisfied that every attempt has been made to obtain competitive offers and that value for money will be achieved. In these cases a report should be submitted to the Chief Executive. Records of all correspondence are to be retained on file including any justification given and/or approvals obtained.

Direct Award Contracts

In light of their exceptional nature, advice from CPD must be sought for Direct Award Contracts.

The MLKDC Accounting Officer can approve DAC's up to MLKDC'S delegated limit (currently £150,000), with the exception of external consultancy DACs. Direct Award Contracts above the delegated limit and all external consultancy DACs must also be approved by the Departmental Accounting Officer.

Any proposal to procure services through a direct award contract must be supported by a business case setting out the rationale and justification for doing so. The relevant Accounting Officer(s) approval is required before awarding any contract through a direct award contract.

Novel and Contentious Projects

Any novel and/or potentially contentious projects, regardless of the amount of expenditure, require the approvals of TEO and DOF.

ECONOMIC APPRAISALS

The principles of economic appraisal should be applied in all cases where expenditure is proposed, whether the proposal involves capital or current expenditure, or both. The effort put into economic appraisal should be commensurate with the size or importance of the needs or resources under consideration. MLKDC should prepare a proportionate business case for all expenditure, in line with the principles set out in Better Business Cases NI. All business cases must be registered in the TEO Business Case Register at the drafting stage, via the Sponsor Branch.

CAPITAL PROJECTS

The MLKDC Chief Executive may authorise capital expenditure on discrete capital projects of up to £1m for RRI expenditure and £1,000 for non-RRI expenditure. Any novel and/or potentially contentious projects, regardless of the amount of expenditure, require the approval of TEO and DoF.

Any proposal to spend Capital (above the capitalisation threshold) on enabling projects must be approved by TEO.

DISPOSAL OF SURPLUS EQUIPMENT

MLKDC should follow the guidance in accordance with MPMNI, Annex 4.15.

DISPOSAL OF LAND

Disposal of land on the MLK site requires TEO Accounting Officer approval only. MLKDC should otherwise follow the guidance in accordance with MPMNI.

LEASE AND RENTAL AGREEMENTS

MLKDC may enter into lease and/or rental agreements for the provision of goods and services. Lease and rental agreements for the provisions of goods and services

should be open to competitive tendering in the same way as purchases unless there are convincing reasons to the contrary. The delegations established at Table 1 will also apply to lease and rental agreements with the cash values relating to the annual cost of the arrangement. MLKDC has full resource delegation. DoF and TEO approval must be secured for all expenditure associated with new property leases or property lease extensions and the take up of new property leases (supported by appropriate business cases).

APPROVAL OF INFORMATION AND COMMUNICATIONS, TECHNOLOGY PROJECTS

Table 3 Delegation Arrangements for Information Technology Projects, Systems and Equipment

(All costs include VAT)

THRESHOLDS	AUTHORISATION
Up to £10,000	The Chief Executive
Projects over £10,000	The Chief Executive with prior approval from TEO

The appraisal of Information and Communications Technology (ICT) projects should include the staffing and other resource implications.

The principles of appraisal, evaluation and management apply equally to proposals supported by information communication technology (ICT) as to all other areas of public expenditure. ICT-enabled projects should be appraised and evaluated according to the general guidance in the Better Business Cases NI and managed using the new Programme and Project Management and Assurance processes proportionately.

The purchase of IT equipment and systems should be in line with the guidance on Procedures and Principles for Application of Best Practice in Programme/Project Management (PPM), (available at <http://nics.intranet.nigov.net/nics/articles/project->

[delivery-profession-resources](#)) and be subject to competitive tendering unless there are convincing reasons to the contrary. The form of competition should be appropriate to the value and complexity of the project, and in line with the Procurement Control Limits in Table 2. Below the delegated limit the MLKDC Accounting Officer may delegate authority for ICT expenditure to appropriate staff.

Any ICT procurement over the delegated limit will require departmental approval and should be referred to the sponsor branch.

ENGAGEMENT OF CONSULTANTS

General

MLKDC has authority to appoint consultants subject to any guidance as may be issued by DoF or TEO. External consultancy is subject to a delegation of £5,000. Above that amount the approval of TEO and, where appropriate DoF, is required.

MLKDC shall provide TEO with a quarterly statement on the status of all consultancies completed and/or started in each financial year. Care should be taken to avoid actual, potential, or perceived conflicts of interest when employing consultants.

Economic appraisal for consultancy contracts

A proportionate business case should be prepared for all external consultancy assignments. The guidance note attached to FD (DFP) 07/12 (updated October 2017) explains the nature of the required business case.

Business cases for all consultancy assignments shall be prepared in line with the guidance at Annex 8 of the CG01/22 **Summary of Policy and Procedures for the Approval of Departmental Expenditure** guidance issued by TEO in April 2022.

LOSSES AND SPECIAL PAYMENTS

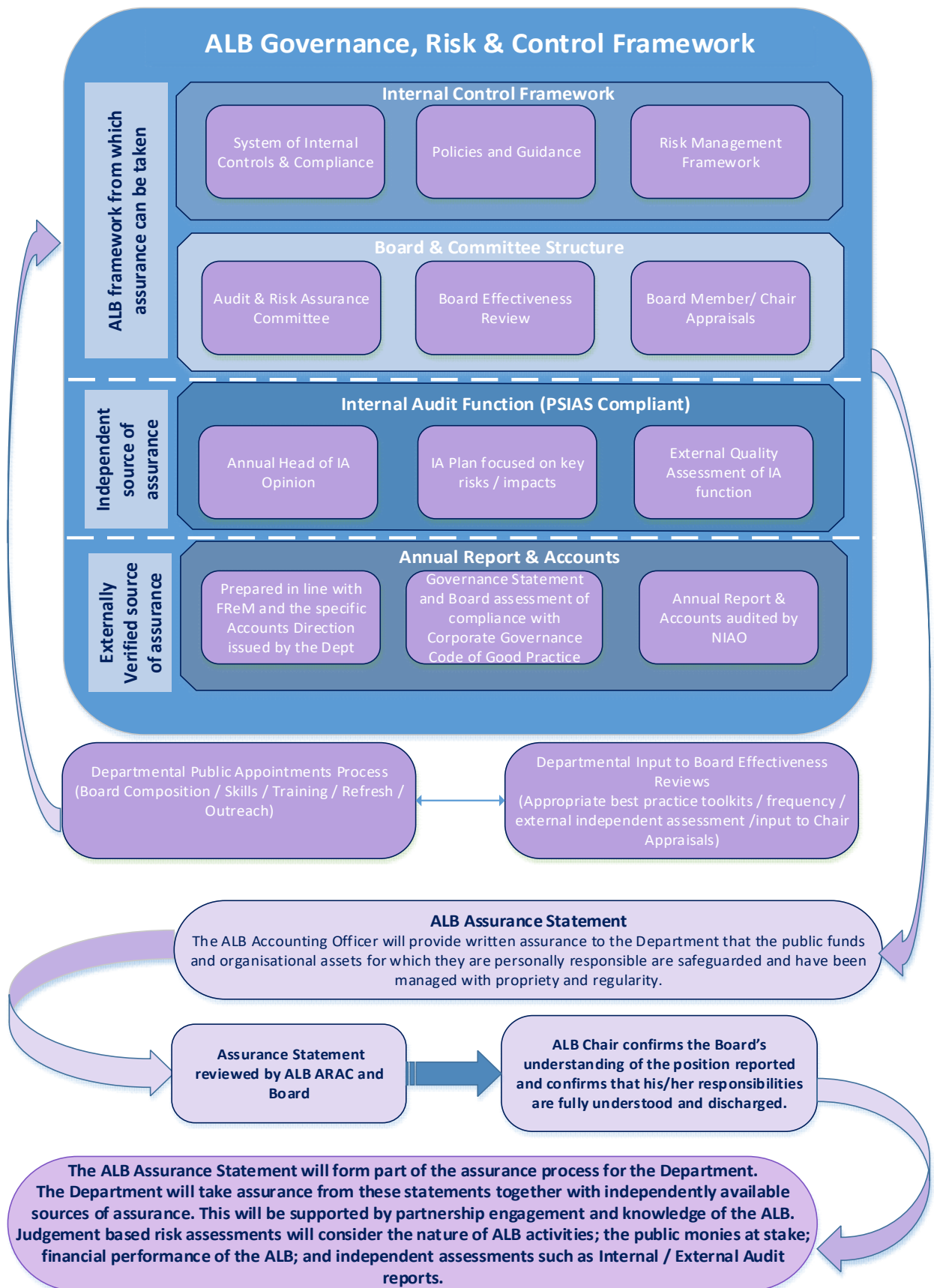
The Chief Executive will have the authority to write off losses and make special payments:

- a. Cash losses – up to £1,000 per case/incident.
 - b. Stores/Equipment losses – up to £1,000 per case/incident.
 - c. Constructive losses and fruitless payments – up to £1,000 per case;
 - d. Compensation payments – up to £1,000 per case.
 - (i) Made under legal obligation, e.g. by Court Order – up to £1,000 per case plus reasonable legal expenses
 - (ii) For damage to personal property of staff – up to £1,000 per case
 - (iii) Where written legal advice is that MLKDC should not fight a court action because it is unlikely that it would win – up to £1,000 per case.
 - e. Claims abandoned or waiver of claim – up to £1,000 per case.
 - f. Extra contractual payments – up to £1,000 per case.
 - g. Ex gratia payments – up to £1,000 per case (Pensions payments are not covered by this threshold).
 - h. Extra statutory and extra regulatory payments – no delegation, all proposals must be submitted to TEO for approval.
- The prior approval of TEO must be obtained for amounts above these values.
 - Where total losses and special payments exceed £5,000 in any financial year, an explanatory note should be included in MLKDC's accounts.
 - Details of all losses and special payments should be recorded in a Losses and Special Payments Register, which will be available to auditors. The Register

should be kept up-to-date and should show evidence of the approval by the Chief Executive and TEO as necessary.

- The losses and special payments process is subject to review by TEO.

Annex 4 – MLKDC System of Assurance



Annex 5 – Concerns/Complaints in respect of Board members

In line with the NI Code of Good Practice and the arrangements in this Partnership Agreement the approach to concerns/complaints raised in respect of MLKDC Board members should be transparent and collaborative. The principle of early and open engagement is important, with TEO made aware of any concerns/complaints as soon as practicable.

While Board Members are Public Appointees/office holders rather than MLKDC employees an MLKDC employee may utilise MLKDC's grievance procedure/other HR procedure to raise a complaint against a Board member. The MLKDC employee raising the grievance should expect this to be handled in line with MLKDC's HR procedures.

Concerns/complaints might also be raised through:

- Raising Concerns/Whistleblowing arrangements;
- Complaints processes;
- Directly with MLKDC or TEO.

Where a concern/complaint is received within MLKDC in respect of an individual Board Member this should be provided to the MLKDC Chair who should notify TEO at the outset in order that lead responsibility for handling the complaint/concern is clear in advance.

Where a concern/complaint relates to the MLKDC Chair, MLKDC should notify TEO at the outset for TEO to determine the approach to handling the complaint/concern.

Differences of view in relation to matters which fall within the Board's responsibilities are a matter for the Board to resolve through consensus based on decision making in the best interests of the MLKDC.

Exceptionally a concern/complaint may be raised by a Board Member about a fellow Board Member or a senior member of MLKDC staff. The MLKDC Chair should notify TEO at the outset to ensure that arrangements for handling the concern/complaint are

clear. TEO may determine that it should make arrangements to deal with the concern/complaint. This will be agreed at the outset.

Arrangements for concerns/complaints in respect of Board members should be reflected in all relevant procedures, including Standing Orders.

Annex 6 - Applicable Guidance

The following guidance is applicable to MLKDC.

Guidance issued by TEO Finance

- Managing Public Money NI
- Public Bodies – A Guide for NI Departments
- Corporate Governance in central government departments – code of good practice
- DoF Risk Management Framework
- HMT Orange Book
- The Audit and Risk Assurance Committee Handbook
- Public Sector Internal Audit Standards
- Accounting Officer Handbook – HMT Regularity, Propriety and Value for Money
- The NI Guide to Expenditure Appraisal and Evaluation
- Better Business Cases NI
- Dear Accounting Officer Letters
- Dear Finance Director Letters
- Dear Consolidation Officer and Dear Consolidation Manager Letters
- The Consolidation Officer Letter of Appointment
- Government Financial Reporting Manual (FReM)
- Guidance for preparation and publication of annual report and accounts
- Procurement Guidance

Other Guidance and Best Practice

- Specific guidance issued by TEO
- EU Delegations or subsequent UK equivalent
- Recommendations made by the NI Audit Office/NI Assembly Public Accounts Committee
- NIAO Good Practice Guides
- Guidance issued by the Executive’s Asset Management Unit

- NI Public Services Ombudsman guidance
- TEO Expenditure Approval Guidance (CG01/22)
- TEO Raising Concerns Policy
- TEO Fraud Policy

Annex 7 – Role of Ministers

Role of Ministers

The Ministers will be responsible for agreeing, at a high level, the future regeneration of the site.

The Chair of MLKDC is responsible to Ministers. Communication between the Board and Ministers should normally be through the Chair.

TEO Accounting Officer is responsible for advising the relevant Ministers on a number of issues including the MLKDC objectives and targets, budgets and performance.

In addition to being answerable to the Assembly as laid out in paragraph 2.3, Ministers are also responsible for:

- Setting the strategic direction and overall policies and priorities for MLKDC as reflected in the PfG;
- Approving MLKDC's Business Plan;
- Setting MLKDC's budget; and
- Appointment of non-executive board members. Ministers may also be involved in considering the size and composition of the MLKDC Board – see para 15.3.

Annex 8 – Partnerships between Departments and Arm’s Length Bodies: NI Code of Good Practice

NI Code of Good Practice



Partnerships
between Department