

**FROM: NICHOLA MALLON MLA**  
**Minister for Infrastructure**

**DATE: 24 April 2020**

**TO: ARLENE FOSTER**  
**First Minister**

**MICHELLE O'NEILL**  
**deputy First Minister**

## **EXECUTIVE PAPERS AND DUE PROCESS FOR DECISION MAKING**

I am disappointed to have to raise again the issue of papers being circulated too late to Executive Ministers. Papers are not only arriving minutes before meetings begin but others have on occasion arrived during and after meetings such as the Agenda. This continues to happen despite Executive agreement on a number of occasions on deadlines for the circulation of papers Ministers wish to be on the agenda. This is entirely unacceptable.

I fully recognise we are in unprecedented times, that events unfold quickly and that as an Executive we need to take quick decisions. It is vitally important that when we do take decisions they are informed and well considered. Big decisions on big issues, in many instances with big sums of public money are required and as a Minister I am not comfortable being asked to make those decisions without adequate time to receive official advice and give due consideration to the issues and recommendations at hand.

I welcome your comments at the beginning of today's Executive meeting, before it was adjourned to give Ministers time to review the Agenda which I received at 12.20 after the meeting had commenced, that this situation will be rectified. I trust that this will be done as a matter of urgency.

Yours sincerely,

**Personal Data**

**NICHOLA MALLON MLA**  
**Minister for Infrastructure**