LIBRARIES NI
The Northern Ireland Library Authority
24 January 2013

Minutes of a meeting of the Board of the Authority held on Thursday 24 January
2013 at 10.30 am in Antrim Library

PRESENT

Mr Nigel Macartney  
Councillor Hubert Nicholl  
Councillor Mrs Anne Brolly  
Mr Pat Carvill  
Councillor Charlie Casey  
Councillor Sam Cole  
Councillor Allan Ewart  
Mr Alastair McDowell  
Ms Angela Matthews  
Councillor Mrs Evelyne Robinson  
Councillor Jim Rodgers  
Councillor Mrs Marion Smith

Chairperson
Vice-Chairperson

APOLOGIES FOR NON ATTENDANCE

Mr Roger Dixon  
Councillor John O’Kane  
Ms Helen Roulston  
Ms Jane Williams

IN ATTENDANCE

Ms Irene Knox  
Mr Terry Heron  
Ms Helen Osborn  
Mrs Mary Walker  
Ms Rosalie Flanagan

Chief Executive  
Director of Business Support  
Director of Library Services  
Human Resources Manager (for item 13)  
Permanent Secretary, Department of Culture, Arts and Leisure (DCAL)

1. DECLARATION OF INTERESTS

1.1 The Chairperson reminded Members and Officers of the need to declare any actual, potential or perceived conflicts of interest associated with any item on the agenda either now or at the relevant stage during the meeting. No interests were declared.
2. **CHAIRPERSON’S BUSINESS**

2.1 The Chairperson wished all Members a belated Happy New Year and welcomed the DCAL Permanent Secretary, Ms Rosalie Flanagan, to the Board meeting.

2.2 The Chairperson drew attention to the tabled programme for the Edge 2013 Conference being held on Thursday 28 February and Friday 1 March 2013 at the Macdonald Roxburghe Hotel in Edinburgh. Members noted the relevance to Libraries NI of many of the papers being presented at the conference.

On a proposal by Councillor J Rodgers seconded by Mr Pat Carvill it was agreed that the Chairperson of the Board should attend the Conference together with the Chief Executive and the Director of Library Services. The Chairperson indicated that if any other Board Members were interested in attending, they should contact the Chief Executive as soon as possible.

2.3 The Chairperson reported that no further update had been received from DCAL regarding the term of office of the independent Board Members. He asked that the Permanent Secretary convey to the Minister the concerns that had been expressed by Members for some time about the lack of information on the proposed way forward. The Permanent Secretary indicated that the Minister was considering a range of options in relation to this issue and she agreed to pass on the Board’s concerns to her.

2.4 Members noted with disappointment that the bi-lateral meeting with the DCAL Minister, to be attended by the Chairperson of the Board the Chief Executive, had once again been postponed. A new date has been arranged for the 20 February 2013. Members noted that DCAL had agreed to write to the Chief Executive outlining the Minister’s priorities to enable work to be progressed on the Libraries NI Business Plan for 2013/14.

2.5 The Chairperson drew attention to the tabled documents providing information on forthcoming courses which may be of interest to Members. He added that Members would be kept informed about forthcoming training events which might be relevant to their role on the Libraries NI Board.

3. **CHIEF EXECUTIVE’S BUSINESS**

**Assembly Questions**

3.1 The Chief Executive drew Members’ attention to the Assembly Questions received and the Minister’s response given during the period 2 November 2012 – 11 January 2013.

**Culture, Arts and Leisure Committee**

3.2 The Chief Executive reminded Members that the Culture Arts and Leisure (CAL) Committee had been briefed on the public consultation process for the
Mobile Library Strategy on 15 November 2012. The consultation period closed on 14 December 2012 and a date is to be agreed with the CAL Committee for a further briefing on the outcome of the public consultation process. The Director of Library Services informed Members that approximately 1,200 responses had been received and analysis of the responses was underway. An update on the position would be brought to the Services Committee in February and the full report would be submitted to the Board at its March meeting.

Annual Report and Accounts 2011/12
3.3 Members noted that the Annual Report and Accounts 2011/12 had been laid before the Northern Ireland Assembly on 23 November 2012 and were currently being printed.

Delivering Tomorrow’s Libraries
3.4 Members noted the written submission which has been forwarded to the Department of Culture, Arts and Leisure (DCAL) regarding the review of Delivering Tomorrow’s Libraries.

Study into the Value Placed on Public Libraries in N Ireland
3.5 The Chief Executive informed Members that DCAL had commissioned RSM McClure Watters, together with Dr David O’Brien (Centre for Cultural Policy and Management, City University, London) to undertake a willingness to pay study into the value placed on public libraries in Northern Ireland. The approach used, known also as contingent valuation, seeks to express in economic terms the value that the general public places on the public library service. The Chief Executive drew attention to the Executive Summary of the report and briefed Members on its content. Members discussed the report and agreed that it was a helpful contribution. Members were pleased to note the high value placed on the public library service by users and non-users alike and noted that the report confirmed information which Libraries NI had captured during recent public consultation exercises.

UK City of Culture
3.6 Members noted the tabled Libraries NI programme of events to celebrate City of Culture 2013. Members were reminded that the May Board Meeting would be held in Derry Central Library.

Schedule of Board and Committee Meetings
3.7 Members noted the Schedule of Board and Committee Meetings for the period January 2013 to June 2014.

Gifts and Hospitality Registers 2012/13 Quarter 3
3.8 The Chief Executive asked Members to complete the Gifts and Hospitality Registers for Quarter 3 of the 2012/13 financial year and return them to her as soon as possible.
4. MINUTES OF THE MEETING HELD ON 8 NOVEMBER 2012

4.1 On a proposal by Councillor H Nicholl, seconded by Mr A McDowell, Members approved the minutes of the Board Meeting held on 8 November 2012.

5. MATTERS ARISING FROM THE MINUTES OF THE BOARD MEETING HELD ON 8 NOVEMBER 2012

5.1 Members noted the schedule which had been circulated, detailing actions taken as a result of discussions at, and decisions of the Board at the previous meeting. The Chief Executive drew attention to the undernoted matters.

Item 3.3: Staff Conferences
5.2 Members noted that a report had been considered by the Business Support Committee at its meeting on 19 December 2012. The feedback from the Conferences had been very positive.

Item 3.4: Staff Newsletter
5.3 Members received the latest copies of Insight, the staff newsletter, and the e2 newsletter. Members will receive copies of both newsletters on a regular basis.

Item 3.5: Accountability Meeting
5.4 Members noted that the minutes of the DCAL Accountability Meetings held on 29 May 2012 and 23 October 2012 had been considered by the Audit and Risk Committee at its meeting on 12 December 2012.

5.5 Item 5.6: Matters Arising from the Minutes of the Board Meeting held on 13 September 2012, Recruitment Freeze
   Members noted that the Chief Executive had raised with DCAL the Board’s concerns regarding micro-management especially in relation to the recruitment freeze.

Item 6.2: Management Report
5.6 Work is on-going to provide Members with benchmarking information to assist them when considering the impact of the reduced opening hours on the service. This information will be considered in due course by the Services Committee.

Item 6.5: Management Report, Financial Position
5.7 The Chief Executive indicated that the plans for the new libraries in Kilkeel and Lisanaskea were available to view. The Chief Executive noted that a matter of concern had come to light in early January in relation to the timetable for issuing tender documentation for the planned new library in Kilkeel.
5.8 The Chief Executive explained the background to the situation. Members noted that the Southern Education and Library Board (SELB) had carried out the design work for the new building and was providing the necessary CoPE services within the framework of a Service Level Agreement. A timetable had been agreed with the SELB in relation to the issuing of relevant tender documents for the project which would have meant that the successful contractor should have been on site in January 2013, with a projected spend in this financial year of £405,000. Unfortunately the tender process had not been progressed by the SELB as agreed, resulting in a delay of 8 weeks. The Assets Manager had subsequently been working with SELB to progress the tender process and a new revised timetable had been agreed. However the outcome was that the projected spend in this financial year was likely to be in the region of £150,000, resulting in a reduction on the previous spend forecast of £255,000.

5.9 The Director of Business Support reminded Members of the capital allocation for this financial year and the projected capital allocation for 2013/14, which was minimal. He explained to Members the action being taken to increase the scope of a planned project in Larne Library in order to obviate some of the reduced spend forecast for Kilkeel but noted that because of the amount of money concerned, DCAL approval would be required. He noted also that some of the unused budget would be vired to purchase delivery vans.

5.10 The Director of Business Support reminded Members also that DCAL had indicated earlier in the year that the Kilkeel project should go ahead, but that no budget allocation for the project had been received because DCAL was having to bid to DFP for the finances necessary to cover the projected spend on it in 2013/14. The additional budget cover now required in 2013/14 to complete the project would have to be included in that bid and while DCAL was being helpful and seemed keen to facilitate the project, there were risks associated with securing the necessary additional budget cover.

5.11 Board Members expressed concern about the delay in the project and the potential implications for its successful outcome. They expressed their disappointment at the set of circumstances which had led to Libraries NI being in this position and asked the Chief Executive to write a robust letter to the SELB expressing the Board’s concern. They agreed to review this matter further when a response had been received from the SELB and to give consideration at that stage to any further action that might be required, including contact with the Department of Education. They also requested that when reviewing the SLA, consideration should be given to how a similar situation could be prevented from arising in the future and that a lessons learned report should be produced for consideration by the Board.

5.12 The Permanent Secretary stated that the situation presented significant difficulties for DCAL and the funding would have to be considered in the overall context of Departmental priorities and pressures both in this financial year and in 2013/14. She indicated that the Department was hopeful of being able to respond quickly to Libraries NI with a decision.
5.13 The Chairperson confirmed that the new Kilkeel Library remained a high priority for Libraries NI and asked that officers continue discussions with SELB and DCAL in order to find a satisfactory resolution.

Item 6.9: Management Report, Summary Corporate Risk Register

5.14 It was noted that the Risk Appetite in relation to Corporate Objective 2 (Improve the delivery of the Public Library Service) would be considered by the Risk Management Group at its next meeting and by the Audit and Risk Committee at its meeting scheduled for April 2013.

Item 7.4: Approval of Annual Report and Accounts 2011/12

5.15 Members noted that a report from the Director of Business Support on Priority One recommendations in the provisional Report to Those Charged with Governance had been considered at the Audit and Risk Committee meeting held on 12 December 2012 and that further updates would be provided at future Audit and Risk Committee meetings.

Item 11.3: Minutes of the Services Committee held on 16 October 2012, Carnlough Library

5.16 Members were pleased to note the correspondence which had been received from Larne Borough Council regarding the refurbishment of Carnlough Library.

Item 11.5: Minutes of the Services Committee held on 16 October 2012, Fintona Library

5.17 Members noted that a detailed review of options for library provision in Fintona was underway and that stakeholders had been informed. In response to a question from Mr McDowell, the Director of Library Services indicated that there had not been any specific talks with DARD regarding Fintona.

Item 11.7 Minutes of the Services Committee held on 16 October 2012, Greystone Library

5.18 It was noted that stakeholders had been made aware of the Board’s concerns regarding the potential implications of the continued decline in use of Greystone Library.

Item 11.8: Minutes of the Services Committee held on 16 October 2012, Kells and Connor Library

5.19 It was noted that all stakeholders had been made aware of the Board’s concerns regarding the potential implications of the continued decline in use of Kells and Connor Library.

Item 11.9: Minutes of the Services Committee held on 16 October 2012, Richhill Library

5.20 It was noted that stakeholders had been made aware of the Board’s concerns regarding the potential implications of the continued decline in use of Richhill Library.
Item 12.3: Minutes of the Business Support Committee held on 24 October 2012

5.21 Members noted that the Director of Business Support and the Finance Manager had met with the Northern Ireland Audit Office at the beginning of January 2013 to discuss the audit timetable for 2012/13.

Item 12.7: Minutes of the Business Support Committee held on 24 October 2012

5.22 Members noted that it had been agreed to review the approvals process regarding Business Cases in light of experience over the next year.

6. MANAGEMENT REPORT

Key Performance Indicators (KPIs)

6.1 The Chief Executive introduced the report and drew Members’ attention to the following matters:

- the projected reduced capital spend as a result of the delay in the new library for Kilkeel but plans, already discussed, are being taken forward to minimise the anticipated underspend position
- the Full Business Case for e2 is currently with DCAL for approval, with a view to contract signature in early April 2013
- the sickness absence level target was unlikely to be met and further work would be done in 2013/14 to seek to address this issue
- traditional issues continue to decline but interest in ebooks is increasing
- the number of active members remains fairly constant
- as previously reported use of public access computers continues to decline as more people use tablets, smartphones etc
- use of online resources remains steady
- participation in learning, information, culture and heritage programmes remains high and demonstrates that people are using libraries now in very different ways
- a slight underspend in recurrent expenditure is projected for year end and contingency plans are in place
- targets in relation to payment of invoices within 30 days and 10 days are being substantially met
- priority 1 audit recommendations are being addressed within agreed timescales.

6.2 The Director of Business Support briefed the Board on the staff absence figures, noting that it was important to distinguish between long term absences and short term absences. He reminded Members of the breakdown of the workforce by age and gender and the possible implications for staff absence due to illness. He reassured Members that a robust process was in place to manage sick absence, but indicated that there would be an even greater focus on this matter in the next financial year.
6.3 The Chief Executive reported that the Senior Management Team, as a result of a recommendation by the Staff Survey Working Group, had agreed to undertake some work to audit stress levels within the organisation. The Senior Management Team was due to meet in early February with officials from the Health and Safety Executive who had carried out similar work in other organisations to discuss how a stress audit might be taken forward.

6.4 The Permanent Secretary described the reporting process on sick absence levels within DCAL, which had led to a marked improvement in attendance levels and indicated that the Department would be pleased to share information on its approach with Libraries NI.

6.5 Following discussion it was agreed that:
- in future separate Managing Attendance reports would be produced showing separately the figures for long-term and short-term sickness absence
- at a future meeting further consideration would be given to human resource issues such as managing attendance.

6.6 Members discussed the decline in issue figures and the importance of measuring participation levels in library services in more general terms and agreed that further consideration should be given to measures of participation at a future meeting.

6.7 In response to a question from Councillor S Cole regarding the refurbishment of Coleraine Library, the Director of Business Support confirmed that Libraries NI hoped at a later date, subject to the availability of funding and the necessary approvals, to carry out a major refurbishment project and that, in the interim, planning was progressing to improve disabled access to the library.

Business Plan 2012/13

6.8 Members noted that good progress had been made in relation to the majority of targets in the 2012/13 Business Plan and work was now progressing on the draft 2013/14 Business Plan for consideration by the Board at its March meeting.

Finance Report (Quarter 3)

6.9 The Director of Business Support presented the Finance Report for the period to the end of December 2012. Members noted that staff costs had been amended since last presented at the Business Support Committee on 19 December 2012 to take account of the planned spending on agency staff of £310,000 in preparation for the implementation of the e2 Project. The additional spend had been approved by DCAL.

6.10 Members noted that the Capital Report showed projected spend of £150,000 for the new library in Kilkeel but did not include the contingency plans for the refurbishment of Larne Library and the new delivery vans.
6.11 In response to a question from Mr A McDowell, the Director of Business Support confirmed that the £39,000 earmarked for Belfast Central Library was to provide additional toilet and staff facilities and to improve the existing CCTV arrangements.

Summary Corporate Risk Register

6.12 The Chief Executive reported on the Summary Corporate Risk Register as at November 2012 and drew attention to the risk in Control Objective 1 relating to DCAL’s review of Delivering Tomorrow’s Libraries which would now be amended as a result of the Board’s submission to the Department.

6.13 She also drew attention to Control Objective 4 which had an additional risk added to reflect the change in service delivery by the Education and Library Boards to Libraries NI with the establishment of the Education and Skills Authority (ESA).

6.14 Members noted that the full Risk Register had been reviewed by the Audit and Risk Committee at their meeting held on 12 December 2012.

6.15 Members noted that in light of the experience of the Kilkeel capital project, the risk register would be updated to reflect the risks relating to arrangements for planning, monitoring and reporting capital spend being in excess of, or significantly under the agreed budget.

Quarterly Assurance Statement

6.16 The Chief Executive tabled a revised Quarterly Assurance Statement (QAS) for the period October – December 1012 to take account of the issue with Kilkeel Library which had come to light in early January.

6.17 The Chief Executive reported that Libraries NI’s main stock supplier had indicated on 21 December 2012 its intention to cease trading, and although contingency arrangements had been put in place very quickly, there had been some delay in the ordering and receipt of new stock which had implications for meeting request targets. Members noted that the existing stock contract ends in March 2013 and tenders for the new contract were currently being evaluated.

6.18 In response to a question from Councillor A Ewart regarding Section 10: Data Management the Chief Executive explained that the reason why the ‘partly’ box was selected is that the ElfNI system is now nearly 11 years old and the security arrangements for data are not as good as they should be. She added that this issue would be resolved under the new e2 Project.

6.19 Members noted the Quarterly Assurance Statement for the period October to December 2012 and agreed it was an accurate statement.

6.20 The Chief Executive informed the Board that a copy of the revised Quarterly Assurance Statement had been forwarded to DCAL.
7. BOARD EFFECTIVENESS REVIEW

7.1 The Chairperson drew Members' attention to the summary of feedback from the workshop held at the last meeting. He also referred to the minutes of the Services and Business Support Committees which had carried out their own reviews. He thanked officers for the useful summaries of discussion.

Members agreed the following priority issues:

- a review would be undertaken of Standing Orders and the Schemes of Delegation to Committees to ensure their continued relevance
- a schedule of proposed presentations to raise awareness of the breadth of work being undertaken and help inform decision-making would be brought to a future Board meeting for agreement
- Services Committee would consider how Libraries NI might benchmark its services against comparable organisations
- partnerships with other organisations, including local councils, was important in taking forward joined up approaches to service delivery and consideration should be given to how such partnerships might be developed and extended
- a review should be undertaken of stakeholder engagement
- a feasibility study on enhanced IT support for Board Members should be undertaken.

7.2 The Chairperson indicated that he would work with the Chief Executive to develop an action plan and report back to the next Board meeting.

8. MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING HELD ON 8 NOVEMBER 2012

8.1 The Chairperson of the Audit and Risk Committee, Councillor J Rodgers, presented the minutes of the special meeting, held on 8 November 2012 to discuss the Annual Report and Accounts 2011/12. In particular he drew attention to paragraph 4.1 which referred to the Provisional Report to Those Charged with Governance and reported that there had been 3 Priority 1 findings. Members noted that the Northern Ireland Audit Office was content with Management's response to the recommendations.

8.2 On a proposal by Councillor C Casey, seconded by Councillor J Rodgers, the Board approved and adopted the minutes of the Audit and Risk Committee held on 8 November 2012.

At this stage, the Permanent Secretary indicated that she would need to leave the meeting. She thanked the Board for its welcome and said that she had found it helpful to see first-hand how the Board transacted its business and the evidence that the Board had robust challenge processes in place.
On behalf of the Board, the Chairperson thanked the Permanent Secretary for her attendance and for her input to the discussions. He also wished her well in her forthcoming retirement.

The Permanent Secretary left at 12.33 pm

9. MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING HELD ON 12 DECEMBER 2012

9.1 The Chairperson of the Audit and Risk Committee, Councillor J Rodgers presented the minutes of the meeting held on 12 December 2012 and drew attention, in particular, to the undernoted items.

Item 7.6: Internal Audit Activity Report

9.2 Members noted that the audit of Armagh City Library had resulted in a limited assurance being given due to the number of priority 1 recommendations. Members also noted that a follow-up audit of Armagh City Library would be carried out in April/May 2013 and the follow-up report would be considered by the Audit and Risk Committee.

Item 7.7: Internal Audit Activity Report

9.3 The Board noted the concern expressed by Members of the Audit and Risk Committee regarding the number of similar issues which continued to arise in many Branch Library audits in relation to health and safety concerns, key and building security and fire drills and the action which had been taken by the Head of Internal Audit to address these matters. They also noted that the Audit and Risk Committee had asked the Chief Executive to ensure that managers were informed of their concerns regarding this matter and their expectation that action would be taken to ensure that common findings were addressed.

9.4 On a proposal by Councillor J Rodgers, seconded by Councillor C Casey the Board approved and adopted the minutes of the Audit and Risk Committee held on 12 December 2012.

10. MINUTES OF THE SERVICES COMMITTEE HELD ON 5 DECEMBER 2012

10.1 In the absence of both the Chairperson and Vice-Chairperson Mr P Carvill presented the minutes of the meeting held on 5 December 2012 and drew attention, in particular, to the undernoted items.

Item 3: DCAL Review of Delivering Tomorrow’s Libraries

10.2 Members noted the discussion which had taken place at the meeting and the subsequent submission made to DCAL.

Item 9: Review of Effectiveness

10.3 It was noted that the discussion on the effectiveness of the Services Committee had been positive however it had been agreed that there should
be no complacency and there were some areas where improvements to existing areas of work could be made.

10.4 On a proposal by Mr P Carvill, seconded by Councillor S Cole, the Board approved and adopted the minutes of the Services Committee held on 5 December 2012 including the recommendations contained therein.

11. MINUTES OF THE BUSINESS SUPPORT COMMITTEE HELD ON 19 DECEMBER 2012

11.1 The Chairperson of the Business Support Committee, Councillor Mrs E Robinson, presented the minutes of the meeting held on 9 December 2012 and drew attention to the undernoted items.

Item 8: Absence Management

11.2 The Human Resources Manager had presented a report to the Committee on Absence Management, providing information about the structure, systems and processes in place to manage attendance and the steps being taken to reduce sickness absence levels. The Chairperson referred to the discussion on this matter earlier in the meeting and Members were asked to note the approach being recommended by the Business Support Committee for analysing data, noting that this approach to data analysis would complement those discussions.

Item 15: Accounting Policy

11.3 The Director of Business Support reminded Members that since the establishment of Libraries NI, the Northern Ireland Audit Office had qualified the Annual Accounts because of limited evidence in relation to the accuracy and completeness of the valuation recorded in the financial statements for the valuable books collections inherited from the Education and Library Boards. He reminded Members also of the work that had been done to carry out a valuation exercise of a substantial proportion of the valuable books during the last financial year and the further work being done this year.

11.4 Members noted that the Business Support Committee had considered, and recommended approval of, a revised Accounting Policy for Stock Assets to ensure a consistent approach to the accounting treatment into the future. The revised policy set a threshold of £1,000 for items to be included in Stock Assets.

11.5 On a proposal by Councillor Mrs E Robinson, seconded by Councillor Mrs A Brolly, the Board approved and adopted the minutes of the Business Support Committee held on 19 December 2012 including the recommendations contained therein.
12. MINUTES OF THE INFORMATION SYSTEMS COMMITTEE HELD ON 21 DECEMBER 2012

12.1 In the absence of the Chairperson, Mr Roger Dixon and Vice-Chairperson, Ms Jane Williams the Chairperson of the Bcard presented the minutes of the Information Systems Committee held on 21 December 2012.

12.2 On a proposal by Mr A McDowell, seconded by Mr P Carvill, Members agreed to go into committee to consider the minutes of the meeting which are commercial in confidence.

12.3 On a proposal by Mr A McDowell, seconded by Mr P Carvill, Members agreed to come out of committee.

12.4 The Chairperson reported that while in committee Members had considered the Minutes of the Information Systems Committee held on 21 December 2012 and noted the recommendations contained therein.

12.5 On a proposal by the Chairperson of the Board Mr N Macartney, seconded by the Vice-Chairperson of the Board Councillor H Nicholl, Members approved and adopted the minutes of the Information Systems Committee held on 21 December 2012 including the recommendations contained therein.

12.6 The Chief Executive reminded Members of the confidential nature of the minutes and asked that copies be returned to Officers for secure disposal.

12.7 Members noted that after the contract has been signed the commercial in confidence nature of the minutes would no longer be required.

13. REPORT OF MEETINGS OF THE REMUNERATION COMMITTEE HELD ON 13 SEPTEMBER 2012 AND 8 NOVEMBER 2012

13.1 Officers, with the exception of the Human Resources Manager, withdrew from the meeting.

13.2 On the proposal of the Vice-Chairperson of the Board Councillor H Nicholl, seconded by Mr P Carvill, the Board went into committee.

13.3 On the proposal of the Vice-Chairperson of the Board Councillor H Nicholl, seconded by Mr P Carvill, the Board came out of committee.

13.4 Officers returned to the meeting.

13.5 The Chairperson reported that whilst in committee he had provided a report on recent meetings of the Remuneration Committee and Members had agreed to accept the reports.
14. ANY OTHER NOTIFIED BUSINESS

14.1 There was no other business.

15. DATE OF NEXT MEETING

15.1 Members noted that the next meeting of the Board would be held on Thursday 14 March in Lisburn City Library.

16. MEMBERS ARRIVAL AND DEPARTURE TIMES

16.1 The meeting ended at 12.52 pm.

16.2 All Members arrived for the commencement of the meeting and remained until it ended with the following exceptions:

Councillor S Cole arrived at 10.33 am
Ms A Matthews arrived at 10.44 am

Ms A Matthews left at 12.12 pm

Signed:  

Date: 14th March 2013