LIBRARIES NI

The Northern Ireland Library Authority

4 July 2013

Minutes of a meeting of the Board of the Authority held on Thursday 4 July 2013 at 10.30 am in Antrim Library

PRESENT

Mr Nigel Macartney  
Councillor Hubert Nicholl  
Chairperson  
Vice-Chairperson

Mr Pat Carvill  
Councillor Charlie Casey  
Councillor Sam Cole  
Mr Roger Dixon  
Councillor Allan Ewart  
Councillor Ms C Lockhart  
Mr Alastair McDowell  
Ms Angela Matthews  
Councillor John O'Kane  
Councillor Mrs Evelyne Robinson  
Councillor Jim Rodgers  
Ms Helen Roulston  
Councillor Mrs Marion Smith  
Ms Jane Williams

IN ATTENDANCE

Ms Irene Knox  
Chief Executive
Mr Terry Heron  
Director of Business Support
Ms Helen Osborn  
Director of Library Services
Ms Judith Andrews  
Co-opted Member of Audit and Risk Committee
Ms Muriel Todd  
Assistant Director
Ms Mandy Bryson  
Assistant Director
Ms Valerie Nicholson  
Adult Learning Services Manager
Mr Connor McKenna  
Library Assistant, Magherafelt Library

1. APOLOGIES FOR NON ATTENDANCE

Councillor Mrs Anne Brolly  
Mr Mick Cory  
Department of Culture, Arts and Leisure
2. DECLARATION OF INTERESTS

2.1 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.

3. CHAIRPERSON’S BUSINESS

3.1 The Chairperson welcomed Ms J Andrews to the Libraries NI Board meeting.

3.2 The Chairperson congratulated Councillor Mrs E Robinson on the award of an MBE in the Queen’s Birthday Honours List and Ms M Kells, a former cleaner in Lisnaskea Library on her award of a British Empire Medal (BEM).

3.3 The Chairperson reported that DCAL has published the advertisement for new Board Members (Councillor and Independent Members). The closing date for return of application forms was 26 July 2013.

3.4 The Chairperson reported that, along with the Senior Management Team, he had met the new DCAL Interim Permanent Secretary, Mr Peter May, on Tuesday 4 June 2013 for a general discussion about key priorities.

3.5 The Chairperson updated Members on the meeting of the DCAL Strategic Partnerships Forum which had been held on 1 July 2013, at which the Permanent Secretary, Deputy Secretary, and DCAL Finance Director had briefed the Chairpersons and Chief Executives of ALBs on the 2014/15 zero-based budgeting process.

3.6 Members noted that:

- the impetus for the process was to identify the contribution that DCAL and its ALBs were making, and should be making, to addressing poverty and social exclusion and promoting equality
- the Permanent Secretary had stressed the importance of demonstrating the social value from both capital and recurrent funding
- the Department wanted to promote more collaborative working.

3.7 The Chief Executive drew attention to the timetable for the submission of draft proposals in relation to the zero-based budgeting process and to the guidance documentation which had been received from DCAL the previous day. She indicated also that a preliminary meeting had taken place with the Director of Museums, Libraries and Recreation Division and the Head of the Museums and Libraries Branch to discuss the work that needed to be done. In light of the timetable for submission of proposals (i.e. end of August 2013) it was agreed to hold a special Board Meeting on Thursday 22 August at 10.30 am in the Performance Space, Lisburn City Library, in order that Members could review the proposals before submission to DCAL.
4. CHIEF EXECUTIVE’S BUSINESS

Assembly Questions
4.1 The Chief Executive drew attention to the Assembly Questions received, and the Minister’s response given, during the period 3 May 2013 to 21 June 2013 inclusive.

Continuous Household Survey
4.2 Members noted the report of the findings from the 2011/12 Continuous Household Survey (CHS) in relation to library usage by adults in Northern Ireland.

G8 Youth Summit
4.3 The Chief Executive explained the background to this event, which had taken place in the Lough Erne Golf Resort on 15 -16 May 2013 and involved young people from across Northern Ireland. Members noted the contribution made by Enniskillen Library in providing the young people with resources on international development and wider social issues to assist their deliberations.

Claire’s Award
4.4 The Chief Executive reported on Claire’s Award, a presentation ceremony organised by DCAL, to recognise excellence in the delivery of learning programmes across all DCAL ALBs, noting that Libraries NI had won two of the four awards available. The first award was for the impact of a learning programme on an individual or group and was awarded to the Got IT? Programme. The second award was for the contribution of a team to delivering the DCAL Learning Strategy and was awarded to the Libraries NI Learning Team for the work that they have done to develop and extend learning activities in line with the DCAL strategy through programmes such as Rhythm and Rhyme, Go ON and the Summer Reading Challenge.

On behalf of Members, the Chairperson of the Board congratulated all those involved.

The Bronte Library, Rathfriland
4.5 Members noted that a successful open afternoon had been held in the Bronte Library, Rathfriland on 11 June 2013 to celebrate the recently completed refurbishment.

Department of Employment and Learning
4.6 Members noted that a Memorandum of Understanding with the Department of Employment and Learning had been signed on 13 June 2013 to formalise the partnership that has been developed to support people who are unemployed.

National Bookstart Week
4.7 In her role as patron of Booktrust, HRH The Duchess of Cornwall visited Broughshane Library on 25 June 2013 to celebrate Libraries NI’s contribution to National Bookstart week. On behalf of Members the
Chairperson thanked all those involved in the arrangements for a very successful event.

4.8 In response to a question from Councillor A Ewart, the Director of Library Services explained that Bookstart is a book gifting scheme run by Booktrust, a national charity and is enabled by some funding from the Department of Education as well as sponsorship from a number of children's publishers. Bookstart packs, which include age-relevant books and information for parents about the importance of sharing books with babies and toddlers as well as library membership forms, are given to parents during the child's first year by their health visitor and again in their pre-school year by the child's nursery or playgroup. Libraries NI also supports the programme through its early years work e.g. Rhythm and Rhyme sessions. It was noted that a presentation would be made to the Board later in the year on Libraries NI's work to support early years and more information on Bookstart would be provided then.

Capital Allocation

4.9 The Chief Executive reported that confirmation had been received that morning that Libraries NI had been successful in the June monitoring round and funding had been allocated to enable the new library in Lisnaskea to be progressed and to facilitate the completion of Kilkeel Library in 2014/15. Additional funding has also been allocated to purchase four new mobile library vehicles and undertake more minor capital works. Members welcomed the additional funding.

Education and Training Inspectorate (ETI)

4.10 Members noted the correspondence from the Education and Training Inspectorate (ETI), dated 21 May 2013, regarding its proposed evaluation of the DCAL Learning offer and its contribution to the anticipated STEAM (Science, Technology, Engineering, Arts and Mathematics) strategy.

Library and Information Management

4.11 Members asked that congratulations be extended to the undernoted members of staff who had received support to complete professional qualifications in Library and Information Management through the University of Ulster and who would graduate that day:

- Cachal Boyd, Library Assistant, Magherafelt and Temporary Branch Library Manager, Dungiven
- Raymond Curran, Library Assistant/Driver, Shantallow
- Emma Glasgow, Library Assistant, Coleraine
- Catherine Kane, Branch Library Manager, Garvagh and Library Assistant, Magherafelt
- Kirsty McClelland, Branch Library Manager, Dungannon
- Charlotte McFadden, Branch Library Manager, Cushendall and Library Assistant, Coleraine
- Natassia Reilly, Branch Library Manager, Dungiven
4.12 In response to comments from Members, Officers agreed to bring information on the criteria used to assess applications for support to undertake professional qualifications, to the next meeting of the Business Support Committee and to consider the potential for including conditions on the provision of financial support to protect Libraries NI’s interests into the future.

**Gifts and Hospitality Registers**

4.13 The Chief Executive asked Members to complete the Gifts and Hospitality Registers for Quarter 1 of the 2013/14 financial year and return them to her as soon as possible.

**Insight**

4.14 Members noted the May 2013 edition of the Staff Newsletter: Insight

**Belfast Central Library**

4.15 The Chief Executive reported that the Culture, Arts and Leisure (CAL) Committee had held its meeting in Belfast Central Library on 27 June 2013 and had received a presentation from Ms M Bryson, Assistant Director on plans for the redevelopment of the Library. Members noted the booklet “Belfast Central Library – A Regional Library for a Shared Future” which had been provided to the Committee and that the draft Business Case for the redevelopment of the Library was being progressed and would be brought to the Business Support Committee in due course.

5. **MINUTES OF THE MEETING OF THE BOARD HELD ON 9 MAY 2013**

LNI 01.07.13

5.1 On a proposal by Ms H Roulston, seconded by Councillor A Ewart, Members approved the minutes of the Board Meeting held on 14 March 2013.

6. **MATTERS ARISING FROM THE MINUTES OF THE BOARD MEETING HELD ON 9 MAY 2013**

LNI 02.07.13

6.1 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, in particular, to the undernoted matters.

**Item 3.6: Chairperson’s Business**

6.2 In response to discussion at the last Board Meeting regarding the Quarterly Assurance Statement (QAS) a revised schedule detailing proposed dates for Audit and Risk Committee meetings and Board Meetings was given to Members. The following was agreed:
Board Meeting
The meeting previously arranged for 13 February 2014 would now take place on 30 January 2014 in order to scrutinise the Quarter 3 (October – December 2013) QAS.

Audit and Risk Committee Meeting
There had been no Audit and Risk Committee Meeting or Board Meeting arranged for April 2014. In order for Members to scrutinise the Quarter 4 (January – March 2014) QAS it was agreed to hold an Audit and Risk Committee Meeting on Wednesday 9 April 2014 and a Board Meeting on Thursday 10 April 2014.

Item 3.7: Chairperson’s Business
6.3 The Chairperson reported that he had met DCAL Officials to discuss the arrangements to deal with approving and submitting the Quarterly Assurance Statement in line with DCAL’s timetable.

Item 3.9: Chairperson’s Business
6.4 The Chairperson reminded Members to sign and return their Appraisal Forms to him as soon as possible. Anyone wishing to meet and discuss the appraisal process should contact him directly.

Item 4.2: Chief Executive’s Business: e2 Contract
6.5 Members noted that the Action Plan to address the e2 Gateway 3 recommendations had been considered by the Information Systems Committee at its meeting held on 26 June 2013.

Item 6.4: Matters Arising from the Minutes of the Board Meeting held on 9 May 2013
6.6 The Chairperson explained, as previously reported at Item 3.3 above, that he had spoken to Ms C Smith, Deputy Secretary, DCAL regarding arrangements for the advertisement and recruitment of new Members to the Libraries NI Board. He added that advertisements would be placed in newspapers this week with a closing date of 26 July 2013. The Chairperson explained that existing non-Councillor Members could apply to be considered as part of the appointment process. Members noted that the Chairperson had sought clarification of the issues raised in relation to this at the last Board Meeting, and was reassured by DCAL that the concerns raised were being addressed.

Item 6.5: Matters Arising from the Minutes of the Board Meeting held on 9 May 2013
6.7 Members noted that a full report on the LAI/CILIP Conference held on Wednesday 10 and Thursday 11 April had been considered by the Services Committee at its meeting on 18 June 2013.
6.8 Members noted that a Lessons Learned Report regarding Kilkeel Library had been considered by the Business Support Committee at its meeting held on 26 June 2013.

7. MANAGEMENT REPORT

Key Performance Indicators (KPIs) 2012/13: End of Year Report

7.1 The Chief Executive presented the Key Performance Indicators (KPIs) End of Year Report for 2012/13 and responded to questions. Discussion took place regarding actual and perceived barriers to library membership, ways in which library membership could be increased, the age profile of library users, the accuracy of the membership database and the updating process underway as part of e2 implementation. It was agreed that the issue of encouraging new members and the barriers which make this process easy/difficult should be discussed at a forthcoming meeting.

Key Performance Indicators (KPIs) 2013/14

7.2 Members noted the proposed template for the Key Performance Indicators 2013/14 and on a proposal by the Vice-Chairperson Councillor H Nicholl, seconded by Councillor C Casey the document was approved.

Business Plan 2012/13: End of Year Report

7.3 The Chief Executive presented the Business Plan 2012/13: End of Year Report. Members were pleased to note that the majority of targets had been achieved and congratulated all staff on a successful year. Attention was drawn to those targets which had not been achieved and the Chief Executive explained the work being taken forward in relation to them. Members noted the report.

Finance Report (at May 2013)

7.4 The Director of Business Support presented the Finance Report as at May 2013, reminding Members that the additional capital allocations that had been notified that morning were not included. He reported that at this early stage in the financial year, it was anticipated that both the recurrent and capital budgets would be fully spent by year end.

Corporate Risk Register 2013/14

7.5 The Chief Executive presented the Corporate Risk Register as at June 2013 noting that a fundamental review of the Corporate Risk Register had taken place in light of the revisions made to the Libraries NI draft Business Plan 2013/14, and that the Corporate Risk Register had been discussed in detail at the meeting of the Audit and Risk Committee, held on 27 June 2013.

7.6 Members discussed the corporate risks, noting in particular those where the treated risk remained ‘amber’. In each case the Chief Executive explained the rationale for the ‘amber’ assessment at this stage in the financial year.
Members discussed the challenging targets that had been established in relation to managing attendance and the risks presented.

7.7 Members noted the 2013/14 Corporate Risk Register.

Quartermly Assurance Statement Quarter 1 (April – June 2013) (Tabled)

7.8 The Chief Executive tabled the Quarterly Assurance Statement (QAS) for the period April – June 2013 and informed Members that a special meeting of the Audit and Risk Committee had been held prior to the Board Meeting in order for Audit and Risk Committee Members to scrutinise the statement.

7.9 Councillor J Rodgers, Chairperson of the Audit and Risk Committee confirmed to Board Members that the Audit and Risk Committee had reviewed the QAS and was content to recommend it to the Board for approval.

7.10 On a proposal by Councillor J Rodgers, seconded by Ms H Roulston, having exercised its challenge function and received the required assurances from the Accounting Officer, the Libraries NI Board was content to approve the Quarterly Assurance Statement for the period ended 30 June 2013.

8. PRESENTATION: IT SUPPORT FOR OLDER PEOPLE

8.1 The Chairperson introduced Ms V Nicholson, Adult Learning Services Manager and Mr C McKenna, Library Assistant, Magherafelt Library.

8.2 Ms Nicholson outlined the provision of IT support by Libraries NI, setting it in the context of the digital inclusion agenda and the DCAL Learning Strategy. She briefed Members on the Got IT? Course, which provides a basic introduction to computers and the Go ON course, which is aimed at those who wish to build on existing computer skills. She highlighted other IT support programmes, including Silver Surfers' Day, run in conjunction with Business in the Community and ITEA and Biscuits, run in conjunction with Age NI. Ms Nicholson informed Members that during the 2012/13 year 3,323 participants attended the Got IT? Course and 911 participants attended the Go ON course. The Adult Learning Team was involved in developing the support programmes and in the delivery of more specialized programmes, as well as training staff in branch libraries to deliver Got IT?

8.3 Mr McKenna told Members of his experience of delivering the Got IT? programme in Magherafelt Library, providing a practical example and how it had impacted on the life of one library user enabling her to keep in touch electronically with her family in England. It was noted that this example had been used to support the submission to DCAL which had resulted in the Got IT? Programme winning Claire's Award for the impact of a learning programme on an individual or group.
8.4 Ms Nicholson and Mr McKenna responded to questions from Members. The Chairperson thanked Ms Nicholson and Mr McKenna for their interesting and informative presentation.

9. DRAFT ANNUAL REPORT AND ACCOUNTS 2012/13  LNI 04.07.13

9.1 The Chief Executive drew Members’ attention to the Draft Annual Report and Accounts 2012/13 and explained that these documents had been submitted to the Northern Ireland Audit Office (NIAO) for auditing. She added that the Draft Annual Report and Accounts had been reviewed by both the Business Support Committee and the Audit and Risk Committee and were in the required format.

9.2 The Chief Executive referred to the Annual Report and drew attention to the range of activities described in the management commentary and indicated that this gave only a flavour of the activities and initiatives that take place in local libraries.

9.3 Members noted the Governance Statement, which had replaced the Statement on Internal Control. The Chief Executive highlighted the section on Internal Governance Divergences, focusing on prior year issues which remain relevant and new issues, which had been identified. In the former category she referred to the Strategic Review of Library Provision, staffing, reduction in opening hours, stock assets, stock audit, overdue charges and public access computers adding that the new issues related to the e2 Project.

9.4 The Director of Business Support then drew Members’ attention to the Annual Accounts and reiterated that they had been reviewed by the Business Support Committee and the Audit and Risk Committee, that they were in the prescribed format and that the NIAO checklist had been used to quality assure them prior to submission.

9.5 Members noted the Statement of Comprehensive Net Expenditure for the year ended 31 March 2013 which indicated an underspend of less than 1%.

9.6 The Director of Business Support referred to the Financial Position as at 31 March 2013. He informed Members that the Annual Accounts had been prepared by the end of May 2013 as a dry run for faster closing in 2014 and had been submitted to the NIAO. Members noted that one minor change to the Annual Accounts may be required in respect of Heritage Assets.

9.7 Members noted that when the Draft Annual Report and Accounts 2012/13 were certified they would be brought back to the Board for approval.

9.8 Members noted the report.
10. MINUTES OF THE SERVICES COMMITTEE HELD ON 18 JUNE 2013
LNI 05.07.13

10.1 The Chairperson of the Services Committee, Ms J Williams, presented the
minutes of the meeting of the Services Committee held on 18 June 2013 and
drew attention, in particular, to the undemoted items.

Item 7: Scheme of Delegation

10.2 Members noted that the amendments to the Scheme of Delegation had been
approved.

Item 8: Fintona Library Options Appraisal

10.3 Members were reminded of the Options Appraisal which had been carried
out in respect of library provision in Fintona and of each of the options which
had been considered noting that the preferred option had been Option 4:
retain existing accommodation, make good the major issues of water ingress
to the top floors and carry out cosmetic maintenance to the existing library
(ground floor). Members noted the reasons for choosing Option 4 including
costs, benefit to customers, sustainability and social need.

10.4 Ms H Roulston expressed concern that Option One: to close the facility had
not been examined in detail as a shortlisted option although she was
supportive of the overall recommendation. The Director of Library Services
explained that the issue of the sustainability of the library, as indicated by the
increasing level of use, had been addressed in the report that went to the
Services Committee meeting held on 10 June 2013 and had been discussed
at that meeting. It was agreed that the minutes of the Services Committee
meeting held on 18 June 2013 should be expanded to reflect this issue.

10.5 Mr A McDowell sought, and received assurance, that all health and safety
issues would be addressed as part of the preferred option.

10.6 A number of Board Members expressed support for the Preferred Option
(Option 4) referring to social need and isolation.

10.7 The Chairperson confirmed that the Preferred Option (Option 4) would be
drawn to the attention of stakeholders so that any feedback could be used to
inform the final decision which would be made in October 2013.

Item 9: Opening Hours Review Update

10.8 Members were reminded of the reasons for the review of opening hours and
that a number of libraries had been exempt from the banding process
because they were new or recently refurbished, or affected by the Strategic
Review process. She explained that the Services Committee had considered
each of these thirteen libraries in turn and had agreed that the current hours
should remain in force. It was noted that it would be necessary to review the
hours of all libraries in due course but that at least two years data was
required to do this in a meaningful way.
Item 11: Partnerships

10.9 Members noted the presentation on Partnerships given by the Director of Library Services, Ms H Osborn and the Adult Learning Services Manager, Ms V Nicholson and how it was one of the actions in the Board Review of the Effectiveness Action Plan.


10.10 Members noted DCAL's report on the Review of Delivering Tomorrow's Libraries which recommended that the policy should be retained and the standards updated, reflecting the views expressed by the Board in its response to DCAL's consultation.

10.11 On a proposal by Ms J Williams, seconded by Councillor H Nicholl, the Board approved and adopted the minutes of the Services Committee held on 18 June 2013 including any recommendations contained therein.

11. MINUTES OF THE BUSINESS SUPPORT COMMITTEE HELD ON 26 JUNE 2013

LNI 06.07.13

11.1 The Chairperson of the Business Support Committee, Councillor Mrs E Robinson, presented the minutes of the meeting of the Business Support Committee held on 26 June 2013, and drew attention to the undernoted items.

Item 6: Scheme of Delegation

11.2 Members noted the revised Scheme of Delegation for the Business Support Committee had been approved.

Item 16: DSD Proposed Expowest Development

11.3 Members noted the background to the proposed development of the former Andersonstown Barracks site by the Department of Social Development (DSD). It was agreed that this was an important issue that merited fuller discussion and that it would be discussed at the Special Board Meeting to be held in August.

11.4 Ms A Matthews said that she felt it would be useful to discuss this in the context of the overall strategic approach to library provision in that area.

11.5 Members noted that the Chief Executive had arranged to meet with the MP for the area and would report back on her meeting at the special Board meeting in August.

11.6 It was agreed that the wording of the report should be amended to clarify that to date the only discussions that had taken place were at officer level.

11.7 On a proposal by Councillor Mrs E Robinson, seconded by Mr R Dixon, the Board approved and adopted the minutes of the Business Support Committee held on 26 June 2013, including any recommendations contained therein.
12. MINUTES OF THE INFORMATION SYSTEMS COMMITTEE HELD ON
26 JUNE 2013 LNI 07.07.13

12.1 The Chairperson of the Information Systems Committee, Mr R Dixon presented the minutes of the meeting of the Information Systems Committee held on 26 June 2013 and drew attention, in particular, to the undernoted items.

Item 11: Any Other Business

12.2 Members noted that prior to contract signature the Committee had met as and when required by the procurement process but now that implementation had begun it was more appropriate to have regular meetings. It was agreed that the frequency of the Information Systems Committee meetings would be discussed at the Special Board Meeting to be held on 22 August 2013.

Mr R Dixon informed Members that, in line with the Board’s decision regarding the rotation of Chairperson and Vice Chairperson positions every two years, he would now be standing down as Chairperson of the Information Systems Committee and the Vice-Chairperson of the Committee Ms J Williams would assume the Chair. Mr N Macartney, Chairperson of the Libraries NI Board thanked Mr Dixon for chairing the Committee so effectively throughout the difficult procurement phase.

12.3 On a proposal by Mr R Dixon, seconded by Ms H Roulston, the Board approved and adopted the minutes of the Information Systems Committee held on 26 June 2013 including any recommendations contained therein.

13. MINUTES OF THE AUDIT AND RISK COMMITTEE HELD ON
27 JUNE 2013 LNI 08.07.13(T)

13.1 The Chairperson of the Audit and Risk Committee, Councillor J Rodgers informed Members that the minutes of the meeting of the Audit and Risk Committee, held on 27 June 2013, were unavailable due to the tight timescale between it and the Board meeting. The minutes would be available for the next scheduled Board Meeting to be held on 22 October 2013. The Chairperson briefed Members on key issues from the meeting including the following:

- his attendance at a meeting, arranged by DCAL, for the Chairpersons of the Audit Committees of the Arms’ Length Bodies. One of the items discussed at that meeting was the recommendation in the new Audit Committee Handbook that Audit Committees should now be known as Audit and Risk Assurance Committees to reflect the role that they have in providing assurance to the Board. On a proposal by Ms H Roulston, seconded by Mr A McDowell, the Board agreed that the name of the Libraries NI Audit and Risk Committee should be amended to the Audit and Risk Assurance Committee
the Audit and Risk Committee had carried out a self-assessment, using the National Audit Office checklist and that Members were content that they were complying substantially with the principles of good practice contained in the checklist and that the Audit and Risk Committee was operating effectively.

the Committee had been briefed on a number of new Dear Accounting Officer (DAO) letters and would be considering some of these, including a revised Code of Good Practice on Corporate Governance and the revised Audit and Risk Assurance Committee Handbook, in more detail at its next meeting.

the Committee had received a briefing from the Chief Executive and the Director of Business Support in relation to the draft Annual Report and Accounts 2013/14 and had reviewed the Head of Internal Audit’s Annual Assurance Report and the Committee’s own draft Annual Report, which would be finalised when the NIAO had completed its audit.

13.2 The Board noted the report.

14. ANY OTHER NOTIFIED BUSINESS

14.1 There was no other notified business

14.2 Ms J Andrews informed Members that she had been pleased to attend the Board Meeting today, and that it had given her a fuller understanding of the ways in which the different elements of the governance structure link together, and of the competing priorities which Libraries NI faces.

15. DATE OF NEXT MEETING

15.1 It was agreed that a special Board Meeting would take place at 10.30 am on Thursday 22 August 2013 to discuss Zero Based Budgeting.

15.2 The next scheduled Board Meeting would take place on Thursday 17 October 2013 at 10.30 am in Lisburn City Library.

16. MEMBERS ARRIVAL AND DEPARTURE TIMES

16.1 The meeting ended at 1.05pm.
16.2 All Members arrived for the commencement of the meeting and remained until it ended with the exception of the following:

Ms A Matthews arrived at 11.36 am

Signed: [Signature]

Date: 17th October 2013