LIBRARIES NI
The Northern Ireland Library Authority

Minutes of a meeting of the Board of the Authority held on
Thursday 8 February 2018 at 10:30 am in Lisburn City Library

PRESENT
Professor Bernard Cullen				Chairperson
Alderman Thomas Burns
Alderman Tom Campbell
Mrs Deirdre Kenny
Alderman William Leathem
Councillor Donal Lyons
Alderman Stephen Martin
Ms Angela Matthews
Mr Alastair McDowell
Councillor Seán McGuigan
Alderman Marion Smith
Dr Margaret Ward
Councillor Billy Webb
Ms Jane Williams

IN ATTENDANCE
Mr Jim O'Hagan				Chief Executive
Ms Helen Osborn				Director of Library Services
Mr Desi Miskelly				Director of Business Support
Mr Tim Neeson				Assets Manager
Mr Andrew Shields				Transport Manager
Ms Helen Poston				Service Development Manager, Health
Ms Patricia Walker				Service Development Manager, Cultural Heritage
Mrs Daniele Delahunt				Board Room Apprentice

1. APOLOGIES FOR NON ATTENDANCE
Councillor Dr Janet Gray			Vice-Chairperson
Councillor Garath Keating
Councillor Cathal Mallaghan
Mr Harry Reid
2. **MEMBERS’ DECLARATION OF POTENTIAL CONFLICT OF INTEREST**

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 Mr J O’Hagan, the new Chief Executive of Libraries NI to his first meeting of the Libraries NI Board.

3.2 The Chairperson reminded Members that as part of the Leadership Development Plan it had been agreed that some staff should attend Board and Committee meetings as part of their personal development and welcomed the following staff to the meeting:

- Tim Neeson  Assets Manager
- Andrew Shields  Fleet Transport Manager
- Helen Poston  Service Development Manager, Health
- Patricia Walker  Service Development Manager, Cultural Heritage

3.3 The Chairperson reported that the six Board Members whose term was due to expire in February 2018 had now received letters from the Department for Communities (DfC) extending their appointment to the Libraries NI Board to 31 May 2018. On behalf of Members and officers the Chairperson thanked the six Board Members for agreeing to extend the term of their appointment to the Libraries NI Board.

3.4 Alderman S Martin reminded Members that the term of office of nine Councillor Members was due to expire in March 2019 and suggested that discussions should take place with the Department as soon as possible in relation to the recruitment process. He added that the on-going political situation and the lack of Departmental Minister to approve the recruitment of Board Members could seriously impact on the ability of the Libraries NI Board to carry out its duties and responsibilities. Ms J Williams suggested that if the political situation remained unchanged the Department could be lobbied to have the terms of the current Councillor Members extended as had happened recently. The Chief Executive assured Members that this issue would be raised with the Department and there may be a further opportunity to discuss it at a forthcoming meeting with the DfC Permanent Secretary to be held in March 2018.

4. **CHIEF EXECUTIVE’S BUSINESS**

4.1 The Chief Executive thanked Members for welcoming him to his first meeting of the Libraries NI Board and referred them to the paper which had been circulated, drawing attention, in particular to the undernoted items.
correspondence received from Mr L O'Reilly, Permanent Secretary, DfC dated 18 December 2017 regarding a briefing document on the budgetary outlook for 2018 – 2020 which had been issued by the Department of Finance

the Accountability Meeting with the Department had taken place on 23 January 2018, the minutes of which would be brought to the April meeting of the Audit and Risk Assurance Committee. At the meeting Departmental officials had confirmed the draft Programme for Government would continue to provide a context for business planning. Officers had taken the opportunity to raise a number of issues including the addendum to the e2 Outline Business Case (OBC) and contract extension and the way forward for the e2 replacement project (e3) and next steps in relation to the Belfast Central Library OBC

Members noted that discussions were on-going between Management and Trade Unions regarding a request made by NIPSA on behalf of its members to have a job-evaluation exercise undertaken for Branch Library Manager posts. The Trade Union registered a formal ‘failure to agree’ and have begun action to ballot affected members in relation to possible industrial action. Libraries NI has referred the issue to the Labour Relations Agency and arrangements are being finalised to commence a conciliation process in February 2018. The Board will be kept updated on this matter

Members were informed that pay remit guidance for 2017/18 has been issued by the Department of Finance and this will clear the way for taking forward the relevant business case once national pay negotiations, which are currently underway, have concluded.

Members noted that the CILIP Ireland/Library Association of Ireland (LAI) Conference would take place in the Canal Court Hotel in Newry on 19 and 20 April 2018 inclusive. The theme of the Conference is ‘Inspiring People, Inspiring Libraries’. The Chief Executive confirmed that he would be attending and speaking at the Conference and a programme would be circulated to Members when it became available.

5. MINUTES OF THE MEETING OF THE BOARD HELD ON 14 DECEMBER 2017 LNI 01.02.18

5.1 On a proposal by Alderman T Campbell, seconded by Ms D Kenny, the minutes of the Board Meeting held on 14 December 2017 were approved.
6. MATTERS ARISING FROM THE MEETING OF THE BOARD HELD ON 14 DECEMBER 2017

6.1 The Chief Executive drew attention to the circulated paper detailing action taken as a result of discussions at, and decisions of, the Board at the previous meeting, noting in particular, the matters set out below, not already addressed elsewhere on the agenda or in the minutes.

Item 7.4: Draft Business Plan 2018/19: An Update

6.2 Members noted that this item had been completed. The Decade of Commissions and support for employability had been added to the list of items to be included in the Business Plan.

Item 7.5: Draft Business Plan 2018/19: An Update

6.3 Members noted that this matter would be discussed under Agenda Item 7.

Item 8.3: Management Report

6.4 It was noted that this item had been completed and an addendum has been included with the Key Performance Indicator Report (KPI) showing, for information purposes, performance for 2016/17, Quarter 3.

Item 9.1: Board Effectiveness 2017/18

6.5 Members noted that this matter would be discussed at Agenda Item 8.

6.6 In response to a question from Mr A McDowell, Ms H Osborn, Director of Library Services confirmed that rare and fine books are listed within the Libraries NI catalogue.

7. DRAFT BUSINESS PLAN TARGETS 2018/19

7.1 The Chief Executive drew attention to the first draft of the Business Plan targets for 2018/19. He informed Members that some targets were tentative only at this stage due to lack of information regarding a budget for 2018/19. He reported that at the recent Accountability Meeting with Departmental officials held on 23 January 2018 the draft Programme for Government (PfG) was confirmed as a sound basis for informing and guiding the planning process. As a result draft PfG indicators and outcomes have been referenced throughout the document.

7.2 Members noted that the draft Business Plan targets for 2018/19 would be shared with the Department and would be revised and updated, as appropriate. Members also noted that, depending on the financial situation, it may be necessary to review and revise at least some of the targets particularly those relating to participation and activities. However, it was important that some structure existed to which staff can work with effect from 1 April 2018 so that Service Plans can be developed and to inform the staff appraisal processes. It was anticipated that a further iteration of the Business Plan would be brought to the Board for approval, when more
information is provided by the Department and clarification has been received on the financial position for 2018/19.

7.3 Members discussed the draft business plan targets in detail and made a number of comments and suggestions for amendments to the document presented:

- Dr M Ward commended the prudent approach given the challenging planning context and Libraries NI's proactive approach to the identification of other sources of funding such as the Urban Villages Programmes
- Two Members suggested that targets could be made more precise and more detailed despite the lack of information on a budget allocation, Ms J Williams reminded Board members that targets are developed in more detail and with a greater degree of precision in the Service Plans that flow from the Annual Business Plan.
- the dynamic nature of the plan was also discussed along with the need to review it throughout the year and that depending on the budget it may be necessary to adjust opening hours and/or staffing levels and this will inevitably impact on targets and what can realistically be achieved
- Mr A McDowell drew attention to strategic objective 7 and asked that the phrase '...celebrate cultural diversity...' be replaced with '...respect cultural diversity...' In addition he asked for the target relating to cultural diversity to be amended to include reference to community cohesion
- Alderman S Martin referred to strategic objective 5 and suggested the target relating to implementation of Community Planning should be amended from 'continuing engagement' to 'active engagement' with local councils.

It was agreed that officers would update the draft Business Plan and bring a revised version to the next meeting of the Board.

7.4 Mr A McDowell drew attention to the current media reports regarding Domestic Violence, acknowledging the work currently undertaken by the library service in this area and asked that this be reflected in the relevant Service Plan.

7.5 Members noted the report.

8. **BOARD EFFECTIVENESS REVIEW**

8.1 The Chief Executive reminded Members that they had previously received a copy of 'Board Effectiveness A Good Practice Guide' produced by the Northern Ireland Audit Office. Chapter 5 of the Guide, entitled 'Evaluating a
Board indicates that a Board should undertake an evaluation of its effectiveness annually.

8.2 The Guide states that there is no universal template for an effectiveness review but suggests topics that the Board might wish to consider including:

- whether the Board has adequately discharged its responsibilities, eg in relation to strategic planning, budgeting, risk management
- the adequacy of Board operations and decision making processes eg adequacy of information, Committee structure, Board composition, time allowed for discussion etc
- Board culture, working relationships, opportunities for meaningful participation, communications with management and other stakeholders.

8.3 Members were reminded that DAO (DoF) 10/16: Key Lessons Learned from the NIAO report and PAC Hearing into the Northern Ireland Events Company emphasised the need for Boards to ensure that they are operating effectively.

8.4 The Chairperson informed Members that individual Committees had reviewed their effectiveness, including the continued relevance of the Schemes of Delegation. The review papers had been appended to the minutes of the meetings at which the review was undertaken and were included in the papers sent to Members. He drew attention to the Effectiveness Review Checklist completed by Members of the Remuneration Committee which had been tabled for information.

8.5 It was noted that, at its meeting held on 17 January 2018, the Audit and Risk Assurance Committee had completed an effectiveness review using the National Audit Office Self-Assessment Checklist and was content that it was complying with good practice.

8.6 Members reviewed the draft Action Plan which summarised the issues for further action arising from the completed effectiveness reviews.

8.7 On a proposal by Councillor B Webb, seconded by Alderman T Campbell, Members confirmed that they were content that all of the reviews had been completed, that the Board and Committees were operating effectively and the draft Action Plan was agreed.

9. MANAGEMENT REPORT LNI 05.02.18

9.1 The Chief Executive and the Director of Business Support briefed the Board on the Management Report.
Key Performance Indicators (KPIs) Quarter 3 October to December 2017

9.2 The Chief Executive drew attention to the KPI Report for Quarter 3 (October to December 2017), noting that the majority of targets were on track for achievement. He explained that the addendum to the KPI Report which had been included as requested by Members was for information purposes only. He indicated caution should be taken when drawing comparisons, with prior year information, as each year there were differences as to how targets were set and KPIs measured. He drew attention to the red targets relating to Sickness Absence and Prompt Payment Performance and explained in detail why the targets had not been met. Members noted the significant reduction in short and medium term sickness absence and commended staff on their work to achieve this. Members also noted that although the 100% target for payment of invoices within 30 days had not been achieved 98% of invoices had been paid within the 30 day target and praised staff for their hard work. In response to a query regarding the website traffic visits, the Chief Executive reported that the current target relates to visits to the Libraries NI website only and does not take account of social media streams such as Facebook, Twitter etc and suggested that the target and KPI should be revisited for the 2018/19 year.

Dr M Ward reported that overview information on Rhythm and Rhyme was not currently available on the Libraries NI website. Ms H Osborn advised this would be investigated.

9.3 Members noted the report.

Finance Report: December 2017

9.4 The Director of Business Support presented the Finance Reports for Capital and Recurrent spend to December 2017, which had been reviewed by the Business Support Committee at its meeting held on 25 January 2018.

9.5 The Director of Business Support drew attention to the Capital Report noting that £300,000 had been offered as surrender to the Department in respect of the Coleraine Library project. The Department have accepted £248,000 and have agreed that part of the remaining £52,000 could be reallocated to other projects such as the purchase of vehicles. Members noted that as a result of delays experienced in 2017 the Coleraine Library project would now complete later than initially planned.

9.6 The Director of Business Support then drew attention to the Recurrent Net Spend Report and informed Members that £239,000 had been allocated from the Department at the end of January 2018 and had been used for the procurement of book stock and to relieve pressures within the service.

9.7 Members noted that the Finance Reports projected that Libraries NI will complete 2017/18 within permissible tolerances for the allocated resource and capital budgets.

9.8 Members noted the report.
9.9 The Director of Business Support presented the Corporate Risk Register which had been reviewed by the Risk Management Group at its meeting held on 9 January 2018 and also by the Audit and Risk Assurance Committee at its meeting held on 17 January 2018.

9.10 The Director of Business Support explained the Corporate Risk Register in detail noting the key risks, the treated risks which remained red and the actions being proposed to mitigate them. Members noted in particular the additional business continuity threat regarding the dispute with Trades Union in relation to the job evaluation of Branch Library Manager posts which will be reviewed after the conciliation process at the Labour Relations Agency has taken place.

9.11 On a suggestion by Councillor B Webb it was agreed to amend the last sentence in the Context of Risk 8: Business Continuity to reflect the issue regarding the recruitment of new Councillor Board Members.

9.12 Councillor S McGuigan, Chairperson of the Audit and Risk Assurance Committee confirmed that the Corporate Risk Register had been considered by Members of the Audit and Risk Assurance Committee at the meeting of the Committee held on 17 January 2018. The Committee was content to recommend the document to the Board for approval.

9.13 On a proposal by Alderman S Martin, seconded by Mr A McDowell, the Board approved and adopted the Corporate Risk Register as at January 2018.

10. MINUTES OF THE AUDIT AND RISK ASSURANCE COMMITTEE HELD ON 17 JANUARY 2018

10.1 The Chairperson of the Audit and Risk Assurance Committee, Councillor S McGuigan, presented the minutes of the meeting held on 17 January 2018, and drew attention, in particular, to the undernoted items.

Item 7: Final Report to Those Charged with Governance 2016/17

10.2 The Committee noted the Final Report to Those Charged with Governance 2016/17.

Item 8: Internal Audit Activity Report

10.3 It was noted that five Audit Reports had been considered by the Committee none of which contained any Priority One findings. An interim audit of Stock Management had been completed and a supplementary audit to provide assurance as to the accuracy of the stock catalogue was due to commence shortly.
Item 9: Internal Audit Activity Report – Outstanding Recommendations
10.4 Members noted that 38 of the 51 Internal Audit Outstanding Recommendations for the period had been cleared leaving 13 to be resolved. No Priority One recommendations remained outstanding.

Item 10: Internal Audit Annual Plan 2017/18 Progress Report
10.5 The Head of Internal Audit had advised the Committee that the Audit Plan 2017/18 had originally called for the completion of 27 audits and as at 31 December 2017, 26 audits had been completed adding that an additional five audits had been added to the Plan for this financial year.

Item 11: Risk Management Report and Review
10.6 The Committee had reviewed the papers on the Risk Management Report and Review and in particular the Corporate Risk Register noting the changes made to risks since the last meeting. The Committee agreed to recommend the Corporate Risk Register to the Board for approval.

Item 12: Risk Management Strategy
10.7 The Committee had considered the Risk Management Strategy and had recommended it to the Board for approval.

Item 13: Minutes of the Accountability Meeting held on 10 October 2017
10.8 This item was discussed under Chief Executive's Business.

Item 14: Board Chairperson – Register of Gifts and Hospitality for the Period Ended 31 December 2017
10.9 The Committee had noted the Board Chairperson's Register of Gifts and Hospitality for the period ended 31 December 2017.

Item 15: Schedule of Mission Critical Projects
10.10 The Committee had received an update on the Schedule of Mission Critical Projects by the Director of Business Support.

Item 16: Audit and Risk Assurance Committee – Scheme of Delegation
10.11 It was noted that the Committee had reviewed its existing Scheme of Delegation and had agreed to recommend to the Board that it was fit for purpose.

Item 17: Internal Audit Charter
10.12 The Committee had reviewed the Internal Audit Charter and subject to an amendment to specify to whom Internal Audit provides assurance, had recommended it to the Board for approval.

Item 18: NAO Audit and Risk Assurance Committee Effectiveness Checklist
10.13 The Committee had completed the NAO Audit and Risk Assurance Committee Effectiveness Checklist and recommended it to the Board for approval.
Item 19: NIAO Issues

10.14 The Committee had noted that the annual audit cycle was due to commence for the 2017/18 financial year and the Audit Strategy 2017/18 would be brought to the next Committee meeting for Members' information.

10.15 On a proposal by the Chairperson of the Committee Councillor S McGuigan, seconded by the Vice-Chairperson Mrs D Kenny, the Board approved and adopted the minutes of the Audit and Risk Assurance Committee held on 17 January 2018.

10.16 On a proposal by the Chairperson of the Committee Councillor S McGuigan, seconded by Alderman S Martin, the Board approved and adopted the Risk Management Strategy.

10.17 On a proposal by the Chairperson of the Committee Councillor S McGuigan, seconded by Mrs D Kenny, the Board approved and adopted the Audit and Risk Assurance Committee Scheme of Delegation as fit for purpose.

10.18 On a proposal by the Chairperson of the Committee Councillor S McGuigan, seconded by Alderman S Martin, the Board approved and adopted the Internal Audit Charter.

10.19 On a proposal by the Chairperson of the Committee Councillor S McGuigan, seconded by Alderman S Martin, the Board approved and adopted the NAO Audit and Risk Assurance Committee Effectiveness Checklist.

11. MINUTES OF THE SERVICES COMMITTEE HELD ON 18 JANUARY 2018

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11.1 In the absence of the Chairperson Councillor Dr J Gray, Ms J Williams presented the minutes of the meeting held on 18 January 2018 and drew attention, in particular, to the undernoted items which had not been dealt with elsewhere on the agenda for the Board Meeting.

Item 3: Chairperson's Business

11.2 The Committee had noted two successful events which the Chairperson had attended recently. The first was the My Journey, My Voice exhibition, developed by the Royal College of Speech and Language Therapists which was launched in Shankill Road Library on 14 December 2017, by Baroness May Blood and the Lord Mayor of Belfast. This was the final venue of a tour of libraries that had commenced in Lisburn City Library in August 2016. The second event was the launch of the Northern Ireland Science Festival in Belfast Central Library on 11 January 2018. Both events had been supported by Board Members.

Item 4: Director's Business

11.3 The Committee had noted that at the CILIP Marketing Excellence Awards, Libraries NI had been awarded a Bronze Marketing Excellence award for its Two Cities One Book initiative.
Item 7: Urban Villages

11.4 The Committee had received a report from Ms A Adair, Assistant Director on the Urban Villages initiative.

Item 8: Summer Opening Hours

11.5 Committee Members had received a report on proposals for Summer Opening Hours 2018 and had agreed that the proposals should form the basis for the way forward.

Item 9: Cultural Heritage

11.6 Members noted that the Committee had received a report on Cultural Heritage from Ms A Adair, Assistant Director and had agreed the recommendation contained in the report.

Item 10: Children’s Services Presentation

11.7 Committee Members had received a presentation from Ms K Aiken, Service Development Manager with responsibility for Children and Young People’s Services.

Item 11: Review of Effectiveness of Services Committee

11.8 The Committee had completed the checklist for the Effectiveness Review and had considered the Services Committee draft Scheme of Delegation which had been updated to reflect current service priorities and had agreed to recommend it to the Board for approval.

11.9 On a proposal by Ms J Williams, seconded by Mrs D Kenny, the Board approved and adopted the minutes of the Services Committee held on 18 January 2018.

11.10 On a proposal by Ms J Williams, seconded by Dr M Ward, the Board approved and adopted the revised Scheme of Delegation for the Services Committee.

12. MINUTES OF THE BUSINESS SUPPORT COMMITTEE HELD ON 25 JANUARY 2018

12.1 In the absence of the Chairperson Alderman M Smith at the Committee Meeting, the Vice-Chairperson of the Committee Mr A McDowell, presented the minutes of the meeting held on 25 January 2018 and drew attention, in particular to the undernoted items which had not been dealt with elsewhere on the agenda for the Board Meeting.

Item 4: Director’s Business

12.2 Members noted that it has been almost two years since the original Outline Business Case (OBC) was granted approval by DfC in April 2016, and it will be necessary to review and update the OBC in order to maintain the approved status. A Review would be undertaken over the coming months and an updated OBC would be presented to the Department for consideration.
Item 7: Committee/Board Effectiveness Review

12.3 Committee Members had completed the checklist for the Effectiveness Review and had considered the Scheme of Delegation for the Committee. They had agreed that it remained relevant and appropriate to the operation of the Committee and recommend it to the Board for approval.

Item 8: Review of Customer Feedback Policy

12.4 The Committee had considered the Customer Feedback Policy and had recommended it to the Board for approval.

Item 9: Review of Use of Privately Owned Vehicles for Business Purposes Policy

12.5 The Committee had considered the Review of Use of Privately Owned Vehicles for Business Purposes Policy and had recommended it to the Board for approval.

Item 10: Review of Vehicle Management Policy

12.6 The Committee had considered the Review of Vehicle Management Policy and had recommended it to the Board for approval.

Item 11: e2 Replacement Plan – Update Report

12.7 It was noted that Committee Members had received an update on the progress made to date and future actions in relation to the e2 replacement plan. It had been agreed that the Head of ICU/ICT would bring a draft outline plan showing future key activities and milestones to the next meeting of the Committee.

Item 12: Revised 2018/19 Fees and Charges

12.8 The Committee had considered the proposals regarding the revised Fees and Charges for 2018/19, and had agreed to recommend them to the Board for approval. Members noted that Departmental approval was received on 5 February 2018.

Item 13: Finance Reports

12.9 This item had been discussed at paragraphs 9.4 to 9.8 above.

Item 14: Procurement Reports

12.10 The Committee had received a report regarding procurements for the period 15 November 2017 to 15 January 2018 and a report on Single Tender Actions during the same period.

Item 15: Sickness Absence Report to December 2017

12.11 It was noted that the Committee had received a report from the HR Manager regarding the Sickness Absence Report to December 2017, and that overall sickness absences had increased over the monitoring period, largely due to long term absences although medium and short term absences were down and had met targets.
12.12 It was agreed that the Chairperson of the Board would meet with the HR Manager to discuss terminology with regard to the underlying causes of absences.

Item 16: Tender Report Irvinestown Library – Main Contractor

12.13 The Committee had noted a tender submitted by Piperhill Construction in respect of works required to Irvinestown Library to allow the property to operate safely in an Out of Hours mode.

12.14 On a proposal by the Vice-Chairperson of the Committee, Mr A McDowell, seconded by Alderman T Campbell, the Board approved and adopted the minutes of the meeting of the Business Support Committee held on 25 January 2018, subject to the amendment of Councillor G Keating being added to the attendee list of those present at the meeting.

12.15 On a proposal by the Vice-Chairperson of the Committee, Mr A McDowell, seconded by Alderman W Leathem, the Board approved and adopted the Review of the Customer Feedback Policy.

12.16 On a proposal by the Vice-Chairperson of the Committee, Mr A McDowell, seconded by Ms A Matthews, the Board approved and adopted the Review of Use of Privately Owned Vehicles for Business Purposes Policy.

12.17 On a proposal by the Vice-Chairperson of the Committee, Mr A McDowell, seconded by Alderman T Burns, the Board approved and adopted the Review of Vehicle Management Policy.

12.18 On a proposal by the Vice-Chairperson of the Committee, Mr A McDowell, seconded by Ms A Matthews, the Board approved and adopted the Revised 2018/19 Fees and Charges.

13. ANY OTHER NOTIFIED BUSINESS

13.1 There was no other notified business.

14. DATE OF NEXT MEETING

14.1 Members noted that the next scheduled meeting of the Board would take place on Thursday 19 April 2018 at 10.30 am in Lisburn City Library.

15. MEMBERS ARRIVAL AND DEPARTURE TIMES

15.1 The meeting ended at 11.55 am.
15.2 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 10.35 am
Councillor D Lyons arrived at 10.35 am
Alderman W Leathem arrived at 10.47 am

Signed: [Signature]

Date: 19/04/2018