AGENDA FOR

OVERVIEW AND SCRUTINY COMMITTEE

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To: All Members of Overview and Scrutiny Committee

Councillors : D Bailey, S Briggs, D Cassidy, J Daly, I Gartside (Chair), M Hankey, T Holt, M James, O'Brien, N Parnell, Preston and T Tariq

Dear Member/Colleague

Overview and Scrutiny Committee

You are invited to attend a meeting of the Overview and Scrutiny Committee which will be held as follows:-

Date:	Tuesday, 12 January 2016
Place:	Peel Room - Elizabethan Suite - Town Hall
Time:	7.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

Members of the Overview and Scrutiny Committee are asked to consider whether they have an interest in any matters on the agenda and, if so, to formally declare that interest.

3 PUBLIC QUESTION TIME

A period of 30 minutes has been set aside for members of the public to ask questions on matters considered at the last meeting and set out in the minutes or on the agenda for tonight's meeting.

4 MINUTES *(Pages 1 - 4)*

Minutes of the last meeting, held on 2 December 2015, are attached.

5 TREASURY MANAGEMENT MID- YEAR REVIEW *(Pages 5 - 20)*

A report from the Deputy Leader of the Cabinet and Cabinet Member for Finance and Housing is attached.

6 BURY CHILDREN'S CENTRES - UPDATE ON IMPLEMENTATION OF NEW MODEL *(Pages 21 - 26)*

A report from Sue Reynolds, Head of Early Years and Early Help, is attached.

7 BURY SCULPTURE CENTRE *(Pages 27 - 32)*

A report from Tony Trehy, Head of Arts, Museums and Tourism, is attached.

8 URGENT BUSINESS

Any other business which by reason of special circumstances the Chair agrees may be considered as a matter of urgency.

Minutes of: **OVERVIEW AND SCRUTINY COMMITTEE**

Date of Meeting: 2 December 2015

Present: Councillor I Gartside (in the Chair);
Councillors : K S Briggs; T Holt; M Hankey; M James; E O'Brien; N Parnell; C Preston and T Tariq

Public in attendance: No members of the public were present at the meeting.

Also in attendance: Councillor Shori– Deputy Leader and Cabinet Member for Finance and Housing.

Councillor Isherwood – Cabinet Member for Environment

Apologies for absence: Councillors D Cassidy and J Daly

OSC.xxx DECLARATIONS OF INTEREST

There were no declarations of interest

OSC.xxx MINUTES

It was agreed:

That the Minutes of the meeting, held on 13 October 2015, be agreed as a correct record.

OSC.xxx PUBLIC QUESTION TIME

There were no members of the public present to ask questions under this item.

OSC.xxx IMPACT OF 3 WEEKLY REFUSE COLLECTION

Councillor Isherwood, Cabinet Member for Environment, submitted a report setting out performance information in respect of rates of recycling following the move to 3 weekly residual waste collections.

Information was set out relating to:

- Tonnages collected for each bin type
- Rates of Fly Tipping
- Recycling Rates

The Cabinet Member reported that the move to 3 weekly residual collections had been successful in improving recycling rates and the hoped for savings in avoided waste disposal costs had been achieved.

Questions and comments were invited from Members of the Committee and the following issues were raised:

- With regard to the issue of fly tipping, the Cabinet Member acknowledged the slight increase in the figures and stated that the rate had risen predominately as a result of increased commercial waste. It was reported that a strategy was being developed to tackle this issue.

- In response to a question on how to further improve recycling rates, the Cabinet Member stressed the importance of encouraging the re-use of items.

- Councillor O'Brien highlighted the amount of non recyclable packaging used by supermarkets. The Cabinet Member acknowledged there was little demand for low grade plastics and explained that Greater Manchester Waste Disposal Authority were highlighting the issue of packaging to Government.

- In response to a question from the Chair, Councillor Gartside, the Assistant Director (Operations) undertook to distribute information relating to the tonnages of waste delivered to Household Recycling Centres in the Borough when received.

- With regard to the issue of fly tipping, Members of the Committee stressed the importance of robust enforcement and prosecutions where necessary.

It was agreed:

That the update be noted.

OSC.xxx CORPORATE FINANCIAL MONITORING REPORT – APRIL TO SEPTEMBER 2015

The Deputy Leader of the Council and Cabinet Member for Finance and Housing submitted a report informing Members of the Council's financial position for the period April to September 2015 and projections for the estimated outturn at the end of 2015/16. The report also provided Prudential Indicators in accordance with CIPFA's Prudential Code.

Questions and comments were invited and the following issues were raised:

- In response to a question from Councillor Briggs it was reported that pressure had been received on the Integrated Community Equipment Services budget as a result a new contract with Pennine Care.

- The Interim Executive Director of Resources explained that the shortfall in parking income was largely a result of increased avoidance and reported that work was ongoing NSL to devise a strategic approach to the issue.

- In response to a question from Councillor Hankey concerning income from property, the Deputy Leader explained that both the Estates Strategy and the Investment Acquisition Strategy were being implemented to ensure underperforming assets were being disposed of.

- The Chair, Councillor Gartside, raised the issue of children's social care demand pressures. The Deputy Leader explained the initiatives in place to reduce the projected overspend but highlighted the prescriptive statutory responsibilities and difficulties in predicting the demand for services for young people with complex needs.

It was agreed:

That the report be noted.

OSC.XXX EXCLUSION OF PRESS AND PUBLIC

Delegated decision:

That in accordance with Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items of business as it involves the likely disclosure of information relating to the business affairs of the Authority.

OSC.xxx (E) REVIEW OF CIVIC VENUES – PROGRESS REPORT

The Deputy Leader and Cabinet Member for Finance and Housing submitted a report providing an update of the progress made following in-house and independent reviews of the service undertaken by Price Waterhouse Cooper. The report set out details of the work undertaken to address the following recommendations arising from the reviews:

- The Council should look to review margins and simplify the pricing structure, and consider removing the higher charges for the use of external caterers which appears to inhibit demand from local ethnic minorities.
- Consideration should be given to rationalising the catering service to the Elizabethan Suite only, and provide access to the catering facilities at the other venues as part of the hire charge.
- Budgets should be reviewed on a bottom-up basis and more realistic sales targets should be set.
- A review of marketing and sales should consider the option to outsource this function to a specialist provider on a commission basis.
- Work should be undertaken by the Council to explore the options for capital investment in the facilities to improve the quality of the service on offer.
- Set up a Civics Management Group.
- The Council should reconsider the long-term options for the management and operational running of the Civic Halls.
- Explore the opportunity to integrate Venues Management across similar leisure and cultural areas to increase opportunities to widen the scope of activities taking place in venues.
- The ultimate aim is to reduce the financial subsidy required and improve community value.

During discussion of this item, the Deputy Leader updated the Committee in respect of the planned closure of Radcliffe Civic Suite and stressed that there was a role for Civic venues but acknowledged that they need to be commercially viable.

It was agreed:

That a further report be presented to this Committee in 12 months.

COUNCILLOR I B GARTSIDE
Chair

(Note: The meeting started at 7pm and ended at 8.25pm)

REPORT FOR DECISION

Agenda Item	

DECISION OF:	**CABINET** **COUNCIL**
DATE:	**25 NOVEMBER 2015** **9 DECEMBER 2015**
SUBJECT:	**TREASURY MANAGEMENT STRATEGY – MID YEAR REVIEW 2015/16**
REPORT FROM:	**DEPUTY LEADER OF THE COUNCIL & CABINET MEMBER FOR FINANCE & HOUSING**
CONTACT OFFICER:	**STEPHEN KENYON, INTERIM EXECUTIVE DIRECTOR OF RESOURCES AND REGULATION**
TYPE OF DECISION:	**COUNCIL**
FREEDOM OF INFORMATION/STATUS:	The report is within the public domain
SUMMARY:	This mid-year report has been prepared in compliance with CIPFA's Code of Practice, and covers the following: • An economic update for the 2015/16 financial year to 30 September 2015 • A review of the Treasury Management Strategy Statement and Annual Investment Strategy • The Council's capital expenditure (prudential indicators) • A review of the Council's investment portfolio for 2015/16 • A review of the Council's borrowing strategy for 2015/16 • A review of any debt rescheduling undertaken during 2015/16 • A review of compliance with Treasury and Prudential Limits for 2015/16 • A review of the Council's MRP (Minimum Revenue Provision) Policy
OPTIONS &	It is recommended that, in accordance with CIPFA's Code of Practice on Treasury Management, the report be

RECOMMENDED OPTION	noted. That approval be given to the change in the Minimum Revenue Provision policy (subject to confirmation with the Council's External Auditors).
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	Treasury Management is an integral part of the Council's financial framework and it is essential that the correct strategy is adopted in order to ensure that best value is obtained from the Council's resources and that assets are safeguarded.
Statement by Interim Executive Director of Resources and Regulation:	Treasury management activities so far have produced a projected underspending for the year of £0.5m. This will help to support other areas of the Council's budget that are under pressure from user demand or economic conditions. Revision of the MRP Policy will generate revenue savings in the medium term and ensure existing debt is fully cleared over 50 years. Initial discussions have taken place with the Council's External Auditors regarding this approach. If Cabinet approve this approach, formal sign off will be obtained from the Auditors prior to consideration by Overview & Scrutiny and Full Council in December
Equality/Diversity implications:	No
Considered by Monitoring Officer:	Yes
Wards Affected:	All
Scrutiny Interest:	Overview & Scrutiny Committee

TRACKING/PROCESS **DIRECTOR: STEVE KENYON**

Chief Executive/	Cabinet	Ward Members	Partners

Strategic Leadership Team	Member/Chair		
Yes (Chief Executive)	Yes	N/a	N/a
Scrutiny		Committee	Council
			9th December

1.0 BACKGROUND

1.1 The Council operates a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

As a consequence treasury management is defined as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

1.2 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2011) was adopted by this Council on 24 February 2010.

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a **Mid-year Review Report** and an Annual Report (stewardship report) covering activities during the previous year.
4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is: Overview & Scrutiny Committee.

1.3 This report fulfils the requirement to produce a mid-year review.

2.0 ECONOMIC UP-DATE (from Treasury Advisors)

2.1 Economic Performance to date

2.1.1 UK GDP growth rates for quarter 1 of 2015 were weak at +0.4% (+2.9% y/y) though there was a rebound in quarter 2 to +0.7% (+2.4% y/y). Growth is expected to weaken to about +0.5% in quarter 3 as the economy faces headwinds for exporters from the appreciation of Sterling against the Euro and weak growth in the EU, China and emerging markets, plus the dampening effect of the Government's continuing austerity programme. Investment expenditure is expected to support growth, however, the Purchasing Manager's Index, (PMI), for services issued on 5 October indicates a further decline in the growth rate to only +0.3% in Q4, which would be the lowest rate since the end of 2012. In addition, worldwide economic statistics and UK consumer and business confidence have distinctly weakened so it would therefore not be a surprise if the next Inflation Report in November were to cut those forecasts in August.

2.1.2 The August Bank of England Inflation Report forecast was notably subdued in respect of inflation which was forecast to barely get back up to the 2% target within the 2-3 year time horizon. However, with the price of oil taking a fresh downward direction and Iran expected to soon rejoin the world oil market after the impending lifting of sanctions, there could be several more months of low inflation still to come, especially as world commodity prices have generally been depressed by the Chinese economic downturn.

2.1.3 There are therefore considerable risks around whether inflation will rise in the near future as strongly as had previously been expected; this will make it more difficult for the central banks of both the US and the UK to raise rates as soon as was being forecast until recently, especially given the recent major concerns around the slowdown in Chinese growth, the knock on impact on the earnings of emerging countries from falling oil and commodity prices, and the volatility in equity and bond markets in 2015 so far, which could potentially spill over to impact the real economies rather than just financial markets.

2.1.4 The American economy made a comeback after a weak first quarter's growth at +0.6% (annualised), to grow by 3.9% in quarter 2 of 2015. While there had been confident expectations during the summer that the Fed. could start increasing rates at its meeting on 17 September, or if not by the end of 2015, the recent downbeat news about Chinese and Japanese growth and the knock on impact on emerging countries that are major suppliers of commodities, was cited as the main reason for the Fed's decision to pull back from making that start. The nonfarm payrolls figures for September and revised August, issued on 2 October, were disappointingly weak and confirmed concerns that US growth is likely to weaken. This has pushed back expectations of a first rate increase from 2015 into 2016.

2.1.5 In the Eurozone, the ECB in January 2015 unleashed a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it is intended to run initially to September 2016. This appears to have had some effect in helping a recovery in consumer and business confidence.

2.1.6 GDP growth rose to 0.5% in quarter 1 2015 (1.0% y/y) but came in at +0.4% (+1.5% y/y) in quarter 2 and looks as if it may maintain this pace in quarter 3. However, the recent downbeat Chinese and Japanese news has raised questions as to whether the ECB will need to boost its QE programme if it is to succeed in significantly improving growth in the EZ and getting inflation up from the current level of around zero to its target of 2%.

2.2 Interest rate Forecasts and Outlook

2.2.1 The Council's treasury advisor, Capita Asset Services, has provided the following forecast:

	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18
Bank rate	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.50%	1.50%	1.75%	1.75%
5yr PWLB rate	2.40%	2.50%	2.60%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%
10yr PWLB rate	3.00%	3.20%	3.30%	3.40%	3.50%	3.70%	3.80%	3.90%	4.00%	4.10%	4.20%
25yr PWLB rate	3.60%	3.80%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%
50yr PWLB rate	3.60%	3.80%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%

Capita Asset Services undertook undertook its last review of interest rate forecasts on 11 August shortly after the quarterly Bank of England Inflation Report. Later in August, fears around the slowdown in China and Japan caused major volatility in equities and bonds and sparked a flight from equities into safe havens like gilts and so caused PWLB rates to fall below the above forecasts for quarter 4 2015. However, there is much volatility in rates as news ebbs and flows in negative or positive ways and news in September in respect of Volkswagen, and other corporates, has compounded downward pressure on equity prices. This latest forecast includes a first increase in Bank Rate in quarter 2 of 2016.

2.2.2 Despite market turbulence since late August causing a sharp downturn in PWLB rates, the overall trend in the longer term will be for gilt yields and PWLB rates to rise when economic recovery is firmly established accompanied by rising inflation and consequent increases in Bank Rate, and the eventual unwinding of QE.

2.2.3 The overall balance of risks to economic recovery in the UK is currently evenly balanced. Only time will tell just how long this will last; it also remains exposed to vulnerabilities in a number of key areas.

2.2.4 The disappointing US nonfarm payrolls figures and UK PMI services figures at the beginning of October have served to reinforce a trend of increasing concerns that growth is likely to be significantly weaker than had previously been expected. This, therefore, has markedly increased concerns, both in the US and UK, that growth is only being achieved by monetary policy being highly aggressive with central rates at near zero and huge QE in place. In turn, this is also causing an increasing debate as to how realistic it will be for central banks

to start on reversing such aggressive monetary policy until such time as strong growth rates are more firmly established and confidence increases that inflation is going to get back to around 2% within a 2-3 year time horizon. Market expectations in October for the first Bank Rate increase have therefore shifted back sharply into the second half of 2016.

2.2.5 Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

Geopolitical risks in Eastern Europe, the Middle East and Asia, increasing safe haven flows.

UK economic growth turns significantly weaker than currently anticipated.
Weak growth or recession in the UK's main trading partners - the EU, US and China.

A resurgence of the Eurozone sovereign debt crisis.

Recapitalising of European banks requiring more government financial support.

Emerging country economies, currencies and corporates destabilised by falling commodity prices and / or the start of Fed. rate increases, causing a flight to safe havens.

2.2.6 The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include:-

Uncertainty around the risk of a UK exit from the EU.

The ECB severely disappointing financial markets with a programme of asset purchases which proves insufficient to significantly stimulate growth in the EZ.

The commencement by the US Federal Reserve of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.

UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

3.0 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY UP-DATE

3.1 The Treasury Management Strategy Statement (TMSS) for 2015/16 was approved by the Council on 25 February 2015.

3.2 The underlying TMSS approved previously requires revision in the light of proposals to amend the method of calculation of the Minimum Revenue Provision. The proposed changes and supporting detail for the changes are set out below:

- MRP for supported borrowing will be calculated using 2% over 50 years in equal annual instalments as a variation on the 'Regulatory Method' of calculating MRP; further detail provided at Appendix A.
- The Asset Life method of calculating repayment provision will be used for unsupported borrowing.
- The Interim Executive Director of Resources and Regulation may from time to time and when it is beneficial to the efficient financial administration of

the Council, vary the amounts charged as MRP in the year by making additional and voluntary payments of MRP. In these circumstances, the amount paid would not prejudice the existing strategy or be counter to the regulatory intent of that strategy.

4.0 THE COUNCIL'S CAPITAL POSITION (PRUDENTIAL INDICATORS)

This part of the report is structured to update:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

4.1 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget

Capital Expenditure	2015/16 Original Estimate £m	2015/16 Revised Estimate £m
Non-HRA	13.150	18.915
HRA	12.540	13.680
Total	**25.690**	**32.595**

The increase of the revised estimate over the original estimate is due to slippage from 2014/15 of £16.070m offset by estimated project reprofiling to 2016/17 of £9.165m

4.2 Changes to the Prudential Indicators for the Capital Financing Requirement, External Debt and the Operational Boundary

The table shows the Capital Financing Requirement, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period. This is termed the Operational Boundary.

	2015/16 Original Estimate £m	2015/16 Revised Estimate £m
Prudential Indicator - Capital Financing Requirement		
CFR – non HRA	119.584	117.146
CFR – HRA existing	40.531	40.531
Housing Reform Settlement	78.253	78.253
Total CFR	**238.368**	**235.930**
Prudential Indicator - External Debt / the Operational Boundary		
Borrowing	238.400	235.900
Other long term liabilities	6.700	6.700
Total	**245.100**	**242.600**

4.3 Limits to Borrowing Activity

4.3.1 The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2015/16 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

4.3.2 The Interim Executive Director of Resources reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

4.3.3 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised Limit for External Debt	**2015/16 Original Indicator £m**	**2015/16 Revised Indicator £m**
Borrowing	273.400	270.900
Other long term liabilities	6.700	6.700
Total	**280.100**	**277.600**

5.0 INVESTMENT PORTFOLIO 2015/16

5.1 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As set out in Section 2, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.5% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and it's impact on banks, prompts a low risk and short term strategy. Given this risk environment, investment returns are likely to remain low.

5.2 The Council held £36.5m of investments as at 30 September 2015 (£32.3m at 31 March 2015) and the investment portfolio yield for the first six months of the year is 0.67% against Capita's suggested investment earnings rate for returns on investments placed, for periods up to three months in 2015/16, of 0.45%.

5.3 The investments held as at 30 September were:-

Type of Investment	**£ Million**
Call Investments (Cash equivalents)	13.5
Fixed Investments (Short term investments)	23.0
Total	**36.5**

5.4 The Interim Executive Director of Resources & Regulation confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2015/16.

5.5 The Council's budgeted investment return for 2015/16 is £0.5m, and performance for the year to date is in line with the budget.

5.6 The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

5.7 The Cabinet have approved a "Property Investment Strategy" which aims to increase investment income by investing in property rather than investing with financial institutions where returns are low at present. Additional borrowing may need to be undertaken to finance property acquisitions; each investment will be subject to a robust business case and also non-financial factors (e.g. ethical stance) will be considered.

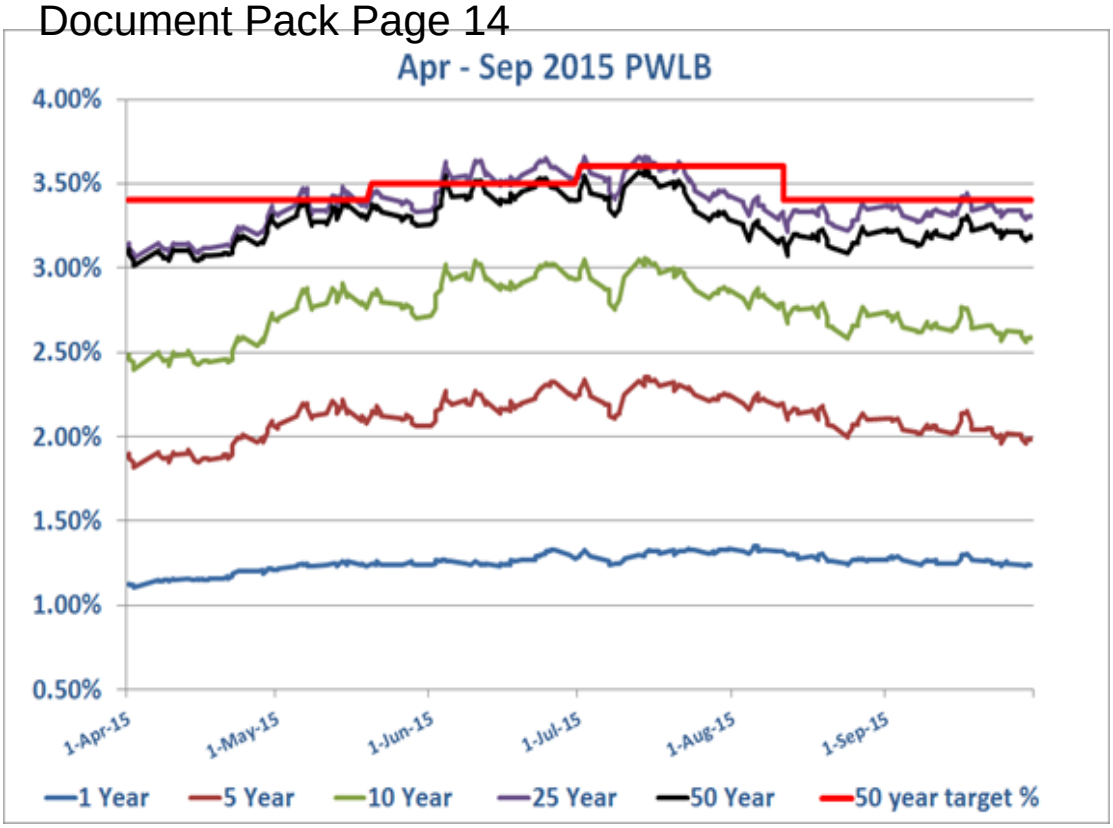
6.0 BORROWING

6.1 The Council's capital financing requirement (CFR) for 2015/16 is £235.9m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The table below shows the Council has borrowings of £191.5m and has utilised £44m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevail.

		30th Sept 2015		
		Principal		Avg.
		£000	£000	Rate
Fixed rate funding				
	PWLB Bury	131,453		
	PWLB Airport	2,555		
	Market Bury	57,500	191,508	
Variable rate funding				
	PWLB Bury	0		
	Market Bury	0	0	
Temporary Loans / Bonds		3	3	
Total Debt			**191,511**	**3.92%**
Total Investments			**36,500**	**0.67%**

6.2 No new borrowing has been undertaken in the first 6 months of 2015/16 but due to the overall financial position and the underlying need to borrow for capital purposes (the capital financing requirement – CFR), it is anticipated that new temporary external borrowing may be undertaken during the remainder of this financial year, dependent upon cash flow.

6.3 The graph below shows the movement in PWLB certainty rates for the first six months of the year to 30.09.15:



7.0 DEBT RESCHEDULING

7.1 Debt rescheduling opportunities have been limited in the current economic climate and consequent structure of interest rates. No debt rescheduling was undertaken during the first six months of 2015/16.

Councillor Rishi Shori
Deputy Leader and Cabinet Member for Finance and Housing

List of Background Papers:-
None

Contact Details:-
Stephen Kenyon, Interim Executive Director of Resources, Tel 0161 253 6922
E-mail s.kenyon@bury.gov.uk

APPENDIX A

BURY COUNCIL

Minimum Revenue Provision Policy

2015/16 (Revised November 2015)

1.0 BACKGROUND

1.1 Local authorities have a statutory requirement to set aside each year a "prudent" amount of their revenues as a provision for the repayment of debt, called the Minimum Revenue Provision (MRP). The provision relates to capital expenditure incurred in previous years and financed by borrowing. Statutory Guidance covering Minimum Revenue Provision (published February 2012 by the Department for Communities and Local Government) sets out various options and boundaries for calculating prudent provision.

1.2 Whilst "prudent provision" is not specifically defined, the guidance suggests that debt ought to be repaid over a period that is either commensurate with that over which the capital expenditure to which it relates provides benefits, or in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of the grant.

1.3 The guidance requires authorities to publish an annual MRP policy statement outlining how prudent provision is to be made. To be valid, the policy statement must be approved by a full Council Meeting. Bury Council's policy statement was approved as part of the annual Treasury Management Strategy report on 25 February 2015.

1.4 The guidance sets out various options for calculating prudent MRP but does not rule out alternative approaches that are not specifically mentioned. One of the options presented in the guidance is the 'Regulatory Method' which equates to setting aside 4% of the opening balance outstanding relating to supported borrowing, less an adjustment (Adjustment A) that ensures consistency with previous capital regulatory regimes no longer in force. This option is available for all capital expenditure incurred prior to 1 April 2008.

1.5 Many Local Authorities initially adopted the above method but several councils have recently amended their methods of calculation whilst others across AGMA are currently reviewing their MRP policies.

1.6 The purpose of this report is to set out the case for changing the method of provision for 'previously supported borrowing' to one which is arguably more prudent (on a whole life basis) than the current approach.

2.0 CURRENT APPROACH

2.1 General Fund debt which was previously supported through the local government finance regime (previously supported borrowing) is worth around £122.0m (as at 31 March 2015). This 'debt' figure is notional and forms part of the Council's Capital Financing Requirement (CFR).

2.2 The council currently applies the 'Regulatory Method' to this element of the CFR which equates to setting aside 4% of the opening balance outstanding on a reducing balance basis. Before applying 4%, the debt figure is reduced by £10.2m, (Adjustment A). For the 'previously supported borrowing' element of the CFR, the MRP charge for 2015/16 is currently estimated to be around £4.5m.

2.3 This approach to providing MRP, that is the 4% calculation applied on a reducing balance basis, means that the 'debt' is never fully repaid. Furthermore, the £10.2m of debt referred to in paragraph 2.2 will never be repaid.

3.0 PROPOSED APPROACH

3.1 An alternative method, which also delivers significant medium term revenue budget savings, provides for the outstanding debt over a 50 year period in equal instalments (2% per annum). On a whole life basis, this approach is arguably more prudent than the current 'Regulatory Method' as it results in this debt being fully extinguished within 50 years.

3.2 Adopting the 50 year 'Equal Instalments' approach to calculating MRP for previously supported General Fund borrowing will result in an annual MRP charge of £2.4m (£122.0m / 50 years). This results in a saving of around £2.0m for 2015/16 and a further £5.1m for the period 2016/17 to 2018/19. A breakdown of MRP charges and savings is shown in the table below:

Financial Year	Current Charge £000	Proposed Charge £000	Annual Saving £000
2015/16	4,475	2,441	2,034
2016/17	4,296	2,441	1,855
2017/18	4,124	2,441	1,683
2018/19	3,959	2,441	1,518

3.3 Savings and Costs for the whole of the 50 year period from 2015/16 to 2064/65 are shown at Annex 1.

3.4 From 2030/31, the revenue cost of the equal instalments approach to MRP begins to exceed the cost of the current 'Regulatory Method'. In the final year of repayment (2064/65), the revenue cost compared to the regulatory method is expected to peak at around £1.8m per annum.

3.5 Under the equal instalments approach to MRP, previously supported General Fund borrowing is fully extinguished by 31 March 2065 but under the current 'Regulatory Method', some £25.7m of debt remains outstanding as at the same date.

4.0 PROPOSED AMENDMENT TO THE COUNCIL'S MRP POLICY STATEMENT

4.1 To enable Bury Council to adopt the 'equal instalments' approach to providing for MRP on previously supported General Fund borrowing, it is necessary to revise the Council's MRP policy statement to:-

- MRP for supported borrowing will be calculated using 2% over 50 years in equal annual instalments as a variation on the 'Regulatory Method' of calculating MRP.
- The Asset Life method of calculating repayment provision will be used for unsupported borrowing.
- The Interim Executive Director of Resources and Regulation may from time to time and when it is beneficial to the efficient financial administration of the Council, vary the amounts charged as MRP in the year by making additional and voluntary payments of MRP. In these circumstances, the amount paid would not prejudice the existing strategy or be counter to the regulatory intent of that strategy.

5.0 CONCLUSION

5.1 The equal instalments approach to calculating MRP is arguably more prudent than the regulatory method as it results in debt being fully repaid after 50 years. Under the current version of the 'Regulatory Method', more than £25.7m of debt remains outstanding in 50 years' time with around half of this figure never being repaid at all. In present value terms, the equal instalments method is also more cost effective than the regulatory method being some £5m lower in present value terms. In nominal terms, the revenue cost of the equal instalments method is higher than the regulatory method between 2030/31 and 2064/65 but it does provide significant medium term revenue budget savings which will provide valuable support for the forthcoming medium term financial plan.

6.0 RECOMMENDATION

6.1 It is recommended that full Council is asked to amend the 2015/16 MRP Policy Statement to enable the Council to provide for MRP on previously supported General Fund borrowing at 2% in equal annual instalments over a 50 year period commencing 1 April 2015.

Councillor Rishi Shori
Deputy Leader and Cabinet Member for Finance and Housing

Stephen Kenyon CPFA
Interim Executive Director of Resources

Annex 1

Proposed Change to Minimum Revenue Provision
Annual Savings and Costs

Financial Year	Current Charge £000	Proposed Charge £000	Annual Saving £000
2015/16	4,475	2,441	2,034
2016/17	4,296	2,441	1,855
2017/18	4,124	2,441	1,683
2018/19	3,959	2,441	1,518
2019/20	3,801	2,441	1,360
2020/21	3,649	2,441	1,208
2021/22	3,503	2,441	1,062
2022/23	3,363	2,441	922
2023/24	3,228	2,441	787
2024/25	3,099	2,441	658
2025/26	2,975	2,441	534
2026/27	2,856	2,441	415
2027/28	2,742	2,441	301
2028/29	2,632	2,441	191
2029/30	2,527	2,441	86
2030/31	2,426	2,441	-15
2031/32	2,329	2,441	-112
2032/33	2,236	2,441	-205
2033/34	2,146	2,441	-295
2034/35	2,060	2,441	-381
2035/36	1,978	2,441	-463
2036/37	1,899	2,441	-542
2037/38	1,823	2,441	-618
2038/39	1,750	2,441	-691
2039/40	1,680	2,441	-761
2040/41	1,613	2,441	-828
2041/42	1,548	2,441	-893
2042/43	1,486	2,441	-955
2043/44	1,427	2,441	-1,014
2044/45	1,370	2,441	-1,071
2045/46	1,315	2,441	-1,126
2046/47	1,262	2,441	-1,179
2047/48	1,212	2,441	-1,229
2048/49	1,163	2,441	-1,278
2049/50	1,117	2,441	-1,324

Proposed Change to Minimum Revenue Provision
Annual Savings and Costs

Financial Year	Current Charge £000	Proposed Charge £000	Annual Saving £000
2050/51	1,072	2,441	-1,369
2051/52	1,029	2,441	-1,412
2052/53	988	2,441	-1,453
2053/54	949	2,441	-1,492
2054/55	911	2,441	-1,530
2055/56	874	2,441	-1,567
2056/57	839	2,441	-1,602
2057/58	806	2,441	-1,635
2058/59	773	2,441	-1,668
2059/60	743	2,441	-1,698
2060/61	713	2,441	-1,728
2061/62	684	2,441	-1,757
2062/63	657	2,441	-1,784
2063/64	631	2,441	-1,810
2064/65	605	2,441	-1,836

Balance remaining at 31/3/65	24,688	0

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Agenda Item 6

SCRUTINY REPORT

Agenda Item	

MEETING: **OVERVIEW AND SCRUTINY COMMITTEE**

DATE: **12th January 2016**

SUBJECT: **Bury Children Centres- an update on implementation of the new model**

REPORT FROM: **Sue Reynolds**
Head of Early Years and Early Help

REPORT STATUS:

BACKGROUND

A new delivery model for Children Centres commenced implementation in April 2015 following a very detailed and broad consultation.
The main aim of the model is to provide early help to targeted families in four key areas:

- Improving the health of U5's
- Improving U'5's school readiness
- Supporting parenting and family support
- Promoting the economic prospects of families

To ensure that families have the right level of support, approach or intervention targeted to their needs, effective assessment is crucial and in most cases a Common Assessment Framework (CAF) is completed to gather information about the child and family.
The provision of universal services is essential to the model in determining which families need additional support and preventing problems escalating, though in many cases this is being delivered by other partners.

ISSUES

Current provision

The new model is delivered through hubs and spokes and is aligned to Bury Townships. There are five hubs, and three spokes, see table below for details.
The hubs and spokes have now been renamed to reflect the location e.g. Bury East Hub Children Centre.
Hub Managers co-ordinate services for families who live in the township area and have children 0-5 years of age. Hub and Spoke provision is used for the delivery of activities, sessions and programmes, as well as providing space for Outreach Work and drop-ins.
The new Outreach service provides support, advice and intervention in the home for those

families, who need it, and also as a liaison to centre activities or to signpost to other service

Township	Children's Centre hub (name of CC before changes)	Spoke (name of CC before changes)
Bury East	Little Oaks	Redvales
Radcliffe	Coronation Road	Stepping Stones
Prestwich	Sedgley	Butterstile
Whitefield	Besses	
Bury West	Woodbank	
Bury North	Woodbank	

Implementation

An Implementation plan was drafted in order to scope the areas of work and identify key partners to develop elements of the plans.

The Implementation Plan covered the following sections:

a) Agree and implement staffing structures for new purpose
b) To increase number of 2 year olds
c) To agree Hub/Spoke delivery specification
d) To establish an Early Help Outreach Service
e) To ensure all Children Centre buildings are safe, clean and well maintained, and ensuring safe handover where necessary of 2 year old provision
f) To review Governance arrangements for new Hubs and Spokes
g) To review Redvales Children Centre building, in the light of the new spoke arrangements

a) Agree and implement staffing structures for new purpose

All Children Centres are now line managed through the Local Authority- Lead Officer (Children Centre-Operations).
The role of the Hub Manager is to co-ordinate the provision across the geographical area based on intelligence about need, this can be based on data and statistics, anecdotal evidence of need from partners, or service users.
Programme Support Workers deliver sessions and courses in the locality supporting the agreed objectives, and Outreach Workers support families in the home with a range of targeted needs.
A Senior Outreach Worker has been appointed in each hub to provide supervisory and clinical support to Outreach Workers
Each Hub and Spoke have an Administrator/reception role who provide business support including data inputting, budget work and bookings onto courses.
In most cases, whilst there has been a very unsettled period, above agreed roles have been recruited to, with the exception of 10 f.t.e. Outreach Worker posts due to the need to make further savings.

b) To increase the number of 2 year olds

There has been a significant increase in the take up of eligible funded two year olds in the last six months, some of this as a direct result of the changes to the Children Centre delivery.

86% of all eligible funded two year olds have now taken up their entitlement to a free place.
With regards to the closed Children Centre buildings:
Ramsbottom – this has now been leased by Ladybird nursery, generating income and delivering two year old places
Moorside – the school is now ready to develop two year old provision, and a meeting has been arranged with the Head Teacher in January 2016.
Toodle Hill – alterations have been made to the school building to increase places. The school will start to develop two year old provision for a September 2016 delivery date
Daisyfield – discussion has taken place with the Chair of Governors. They do not have plans at this point to deliver two year old provision, and consideration is being given to a lease arrangement for the school to utilise the building.
Redvales – Architect s have viewed the building with a view to reconfiguring and extending the nursery space. This will allow for an increase in two year old places/provision

c) To agree Hub/Spoke delivery specification

A specification describing provision offered at universal and targeted levels has been developed, and is being reviewed now to make necessary changes after an initial period of practice.
A Hub data pack is developed twice a year identifying specific needs of the area and giving information that will support the targeted work.
There has been a huge amount of work done with partners in understanding what provision is both viable, and would support the Children Centre agenda. The work we develop with partners is crucial in sustaining delivery of children centre provision, particularly universal programmes.
With health partners, strong relationships have developed with Bolton and Pennine Acute Midwives and agreement reached around a range of sessions including antenatal clinics, pre birth breastfeeding workshops and preparation for parenthood. In some hubs the booking of such sessions is done by children centre staff, and in others midwives operate a central booking system.
Health Visitors are delivering Child Health clinics in most of the Hubs and discussions are underway to pilot an integrated 2 year old review in Whitefield hub.
Bury Adult Education and Leisure services are also key partners in delivery of programmes, including ESOL, First Aid and Lets Play.
Job Centre Plus and Citizens Advice Bureau offer services in Radcliffe and Whitefield Hubs
Other provision delivered by Children Centre staff include parenting support, wellbeing and stay and play.
Through strong community support and energy there are a number of schemes that have resulted in provision being run or facilitated by parents and parent groups. This is really welcomed and supported, and we would want to continue to endorse this approach where possible and appropriate.

d) To establish an Early Help Outreach Service

The new Children Centre Outreach Service is in place with refreshed and streamlined processes and procedures which give clarity to the targeted nature of the work.
A central allocation system has been established ensuring consistency and oversight of workload and regular peer support sessions are in place maintain quality casework supervision.
A quality assurance framework incorporating case work auditing is in place to ensure continuous improvements.

We are continuing to work on our approaches and interventions, which will broaden skills and increase confidence in this often very difficult and complex area.
All cases need to have appropriate referrals identifying where the need for support is. On allocation of the case the worker may be involved in home support, delivery of focused intervention signposting or linking family into a group session in the centre or elsewhere in the community. Sometimes cases are higher up the threshold and need escalating, as they are not classed as early help.
Whilst Outreach Workers are based in Hub areas, they can be deployed across to other hubs depending on the needs and demands in other areas.

e) To ensure all Children centre buildings are safe, clean and well maintained, and ensuring safe handover where necessary of 2 year old provision

The implementation of the new Children Centre offer has resulted in a lot of detailed work in standardising specifications and contracts, to ensure that our existing buildings are safe, maintained and efficiently run. In order to de-register and close Children Centres we have had to remove equipment and furniture, terminate contracts and attend to some maintenance and building works before we could transfer for new use. With the exception of Daisyfield all Children centres have had safe and secure handovers. This has taken a lot of time and effort from the central team.

f) To review governance arrangements for new Hubs and Spokes

All Hub Advisory Boards are in place and most of them have had additional training and support in providing appropriate challenge and support for their Hubs.
At a strategic level the Starting Well Partnership Board will provide governance for the Children Centre delivery, as key partners are already in place and this will be aligned to the new Early Years Strategy.

g) To review Redvales Children Centre building, in the light of the new spoke arrangements

A report outlining all the current issues in connection with Redvales Children Centre was drafted. Tenants and partners working from Redvales were consulted during this process. The main impact of the changes were the shrinkage of space required by the spoke, and the high costs associated with maintaining a large multi-occupied building. A decision has been taken to look at extending the space on offer to the current on-site nursery provider, which will result in additional two year old places and also to consider appointing a building manager post to undertake the broader role required. Contributions from rental will support this.
Additionally, a review of borough wide work has been undertaken to look at whether it is appropriate for it to continue at Redvales.

Challenges/opportunities going forward

Central Government, through the All Party Parliamentary Group (APPG) are currently reviewing the role of Children Centres. They have a plan to review work in four key areas:
Health and development
Employment Support and Childcare
Relationship Support
Supporting Families with Complex Needs
and are likely to publish the outcome of this review early next year. In the meantime Ofsted have informed us that they will not be undertaking any inspections until the outcome of this.

The maintenance of all buildings, due to wear and tear will start to be a challenge moving forward, as will the sustainability of provision with a small staff team, as we start to understand the demand for early help in each community.
We will continue to look at and evidence the impact of both centre based and outreach provision.

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Agenda Item 7

SCRUTINY REPORT

Agenda Item	

MEETING: **OVERVIEW AND SCRUTINY COMMITTEE**

DATE: **12th January 2016**

SUBJECT: **Bury Sculpture Centre**

REPORT FROM: **Tony Trehy**
Head of Arts, Museums and Tourism

REPORT STATUS: **The report is in the public domain**

1.0 BACKGROUND

The Bury Sculpture Centre was conceived as a cultural use for the Bury Library space vacated by changes in that Service. While it was given the separate identity of the Sculpture Centre, with its rationale drawn from Bury's long term development of the Irwell Sculpture Trail, operationally, its identity is primarily a marketing tool. It operates entirely as an extension of the Art Museum spaces. All functions of staffing, programming, utilities/building operations are integrated with the existing Service arrangements for the Arts in Bury.

The physical changes to the library space were primarily reinstatement of architectural features especially the floor, decoration, gallery lighting and extension of security systems. This cost £75,000 from the Council's capital programme and £26,000 from the Arts Council.

A Business Plan was prepared as part of the Arts Council bidding process and this can be made available to members on request, but the reality of operating the Centre means most sections of it are now out of date.

2.0 ISSUES

2.1 Exhibition Programme

The Sculpture Centre has hosted 4 exhibitions since opening in May 2014:

Lawrence Weiner – New York Conceptual Sculptor
Remix – New work from China and the UK (part of the Manchester Asia Triennial Festival)
New Narrative & Reader – Contemporary Finnish Art
Hilary Jack – The Late Great Planet Earth

In 2016, the programme will consist of

Auke de Vriers (Netherlands)
Jayne Dyer (Australia)
Riiko Sakkinen (Finland)

Overall the artistic programme has been well received by its audience and by the arts media. Exhibition reviews are available on request.

2.2 Finance

The financial rationale for the Sculpture Centre was that the existing operating costs of the vacated library space in terms of utilities, lighting, heating, security etc., would be factored into the running costs of the whole Gallery/Library complex. Staffing of the Centre has been achieved through adjustment in the rotas and visitor reception points within the gallery/ museum. Operation of the Sculpture Centre was assumed to have an overall neutral budget effect with exhibitions supported from the existing art exhibition budget plus external funding.

The concept of an international programme was as much a financial driver as an artistic one, based on analysis that such a focus would open up external funding sources not usually accessed by local authorities. International embassies and foreign cultural agencies have specific funds available to support presentation of their national artists abroad.

This model of working had initial problems related to the scheduling of the Centre's opening and programme. With the decision to proceed with the Centre being confirmed in December 2013, capital works began in January 2014 with the exhibition space ready and open in May 2014. However, because of the speed of implementation and lack of an identity/track record with the funding agencies, the first two shows took place without external support – putting pressure on the overall Arts Service budget. This was accommodated within the departmental budget.

The Centre is now increasingly getting into synch with foreign bidding timescales with the Finnish exhibition attracting support from the Finnish Institute and the Finnish Embassy in London and received grants worth £5400. The direction of travel for the funding of the programme through increasing external funding continues positively with the next exhibition from the Netherlands attracting confirmed funding £18,000 from Dutch funders and £3000 from the Henry Moore Foundation.

As mentioned above, the Sculpture Centre does not operate independently from the Art Museum. A budget code has been set up for the Centre but this is mostly low level spend on small items of equipment, travel or hospitality for opening events. Expenditure on this code stands at £606.

Analysis of spend on the exhibitions can be extracted from the Arts Museum codes, giving an indication of the budget split; however, the integration of practice in programme and spaces makes this an inexact science.

The Lawrence Weiner display cost approximately £3000 – made up of artist's fees and hand-painting of the works onto the gallery walls.

Remix cost approximately £9500 with the centrepiece of Richard Wilson's 'Butterfly' (reconstructed airplane) costing £8000. These costs were largely transportation and artist's fees.

The Finnish Contemporary Art show in total cost approximately £15,000 but it is difficult to isolate the spend specific to the Sculpture Centre because the exhibition was spread across all the gallery spaces. This cost was over-budget due to last minute changes introduced from the Finnish side and unexpectedly high transportation costs. Important lessons were learned in this large scale project which will be applied to future exhibitions to ensure a more rigorous control of spend.

2.3 Visitors

The Sculpture Centre only has visitor counters on the internal door from the Library and the external door onto Silver Street. Visitors entering from the Gallery foyer are counted manually. The visitor figure is therefore an estimate across these entry points, indicative rather than rigorously counted:

May - Dec 2014: 34106 (Gallery figure for this period was 38625)
Jan - Nov 2015: 44995 (Gallery figure for this period was 49224)

Neither the Gallery nor the Sculpture Centre records/analyses visitors directly by demographic or distance travelled. In the past targeted audience survey projects have been undertaken usually as part of the Service's partnership with the Audience Agency or in Greater Manchester wide initiatives.

2.4 Analysis of Bury Sculpture Centre's Social Media activity

Overall marketing of the Sculpture Centre is integrated into the Art Museum's promotion and publicity activities. However, in support of the Sculpture Centre's marketing a social media presence has been developed.

2.4.1 Group Statistics

Over the 18 months analysed there were 2,234 interactions with Bury Sculpture Centre on social media by 1,618 unique users resulting in the Sculpture Centre's content being displayed on the screens of pc's, tablets and smart phones almost 326,724 times. In total 737 new followers or 'fans' were acquired to Bury Sculpture Centre's social media accounts. For comparison, Art Museum followers number 3500.

2.4.2 Twitter Statistics

Demographics of those who followed Bury Sculpture Centre on Twitter in the 18 month period are split 39% Male and 61% Female. The majority of users are from the UK with 83%, the remaining 17% of users come from Spain, The United States, Turkey, Finland, Italy, Malta, Serbia, Canada and Colombia. Over this period the Sculpture Centre was directly mentioned by other users 397 times and its content was re-tweeted 310 times.

2.4.3 Facebook Statistics

Impression demographics of those who engaged with Bury Sculpture Centre through Facebook were 40% Male and 60% Female. The majority of users are from the UK with 92% and 8% came from countries such as Finland, the United States, Taiwan and Japan. The most prominent age group engaging with the Sculpture Centre were 25-34 year olds with up to 17,600 impressions, followed by 35-44 year olds with up to 15,800 impressions.

2.5 Visitor comments May 2014 – Nov 2015

There is a visitor comments book in the Sculpture Centre (and in various other locations in the complex). A review of comments related to the Centre indicates

Positive	89
Negative	16

The majority of comments are very general. Most negative ones are about the coffee shop closing. Representative examples are:

15/7/15 - 'Great exhibition, well worth a visit. Not many chances to see contemporary Finnish Art.'

11/10/14 - 'Amazing – thought provoking exhibitions. Particularly the 'handbag film' and David Blandy – relateable stuff. Also great staff!'

4/4/15 - 'Wonderful to see such a great and beautiful building being put to good use'

31/7/15 – 'wonderful exhibits, lots of space. Especially loved the Finnish art work'

8/4/15 – 'Sculpture gallery is an expensive waste off space'

24/4/15 – 'Shame we had to lose most of the library for this'

19/2/15 – 'Miss the coffee shop, used to bring my granddaughter here because of it. Pity we could not subsidise this instead of the total waste of tax pay money that is the sculpture area'

3.0 CONCLUSION

In conclusion, the Sculpture Centre was established as an extension of the Art Gallery Service with the intention of offering an international programme to local people while contributing to the cultural offer within the borough's visitor economy, delivered with a neutral budget effect. Within the limits of existing resources, the Centre is delivering the international programme and is on target to remain in budget.

Contact Details:-

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