

# ANNUAL REPORT & FINANCIAL STATEMENTS 2022/23





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## DIRECTOR TRUSTEES

**Martin  
Solder**

Chair

**Cllr. Zulfiqar  
Hussain**

Appointed 20<sup>th</sup> June 2022

**Cllr Saira  
Jamil**

**Linda  
Perham**

**Kevin  
Pittman**

**Catherine  
Rowan**

**Caroline Ward**

**Brian  
Spinks**

**David  
Thorogood**

**Stephen  
Wilks**

**Cllr. Dev  
Sharma**

Resigned 20<sup>th</sup> June 2022

## CHIEF EXECUTIVE

Iain Varah

## COMPANY SECRETARY

Pam Flindall

## Telephone

020 8708 3354

## Email

pam.flindall@visionrcl.org.uk

## Charity Registration No.

1122720

## Website Address

www.visionrcl.org.uk

## Company Registration No.

6032714

## Registered Office

3rd Floor, Redbridge Central Library  
Clements Road, Ilford, Essex IG1 1EA

## Bankers

National Westminster  
3rd Floor  
280 Bishopsgate  
London EC2M 4RB

## External Auditors

Moore Kingston Smith LLP  
6th Floor  
9 Appold Street  
London EC2A 2AP

## Solicitors

Winckworth Sherwood,  
Minerva House  
5 Montague Close  
London SE1 9BB

# Welcome to our 2022/23 Annual Report and Financial Statements



## A MESSAGE FROM OUR CHAIRMAN

Last year I started my Chairman's message by saying I was pleased that a degree of normality had returned following Covid. I need to rescind that statement as again we have entered very uncertain times. Inflation has hit the highest level in decades; linked to the cost-of-living crisis and inflation is the national and global economic situation that, along with the war in Ukraine, recovery from the pandemic, spiralling salary demands and utility costs, are having an unpredicted and fundamental effect on Vision.

There is a degree of comfort now that the Vision management fee is linked to CPI, and April 2023 will see an unprecedented 10.1% increase. This is welcomed as there is an inflation lag on salaries and supplies and services in particular that contributed to the deficit being reported in this report. It should however be noted that CPI is only added to the management fee and as a consequence, there is significant pressure to increase income to fund inflationary factors.

My fellow Trustees and I are particularly pleased that Redbridge Council has agreed to fund the final phase of the introduction of the London Living Wage. From the 1st October 2023, the majority of our staff across the organisation will be paid £11.95 per hour which will help significantly with recruitment and retention. It is also worth mentioning some of the other measures we have put in place that will also assist with the health and wellbeing of all staff. Everyone is enrolled in Westfield Health which gives a number of financial benefits, such as dental, optical, counselling, free flu jab and access to a GP. We have introduced electric car and bicycle salary sacrifice schemes, and all staff have free access to Gym and Swim, along with discounted food and beverage in our catering outlets.

All staff who earn above the LLW will be awarded a fixed £2,499 pay increase on 1st April 2023 that will be consolidated into the Vision pay table. This equates to increases of between 9% to staff just above LLW and around 2% for the most senior managers.

Following very lengthy discussions, we are on the verge of signing an ICT contract with the Council service team. This is a much-improved position to the current ad hoc arrangements that have been in place for a number of years. The Vision business model is reliant on a range of systems and software that are becoming increasingly more complex, but also resilient and safe. The cost of ICT is significant and we need to ensure an innovative, customer focused efficient service that is accountable to us and delivering value for money.

Similarly after review, we have secured a new three year fixed price contract for insurance with Zurich. Zurich has served us well for a number of years and it is pleasing that the personal service and their understanding of the complexity and diversity of our organisation allows intelligent advice and assistance to be given.

Trustees are committed to developing a Sustainability Strategy that will be adopted in 2023. We



We have made a very conscious effort following two tragic incidents to strengthen our response to emergency and crisis management. All senior managers who are Gold and Silver responders have now attended a Cabinet Office Emergency planning college three day course. This mean team members are now accredited and have taken part in live exercises that will enhance our capability to respond.

Significant changes are on the horizon for our Arts Council England funded Music Hub. Instead of mirroring borough boundaries, it is proposed to have one Hub for north-east London covering eight boroughs. The proposal is that there will be one lead partner currently undecided, however we worry that the proposal will create a disjoint between the Hub and locally delivered services, alongside reduced funding. As a consequence, there are significant changes to traverse in the coming year.

We were proud to deliver the 24th Redbridge Schools choral festival at the Albert Hall. It was a resounding acknowledged success with a capacity audience of over 2,000 and over 2,000 children participating in a themed festival "Happy and Glorious" to celebrate the Queen's reign and King Charles' coronation.

I was personally delighted as a local resident to be at the opening of the National Heritage Lottery Funded £7.2 million redevelopment of Hainault Forest. In partnership with the Council and the Woodland Trust, I hope the site becomes not just a Redbridge venue but a regional destination. The Vision operated 1856 café and visitor area is a stunning addition and early in the coming summer we look forward to opening the function barn, play area and farm attraction. The development is something that all partners can be very proud of.

The refurbishment of Tennis Courts in all parks has been funded by over £650,000 of Lawn Tennis Association funding awarded to the Council. The project management has been undertaken by Vision and we very much look forward to the courts opening to the public in May. We have appointed a coaching partner and are implementing a new electronic booking and charging regime with automatic gates. There will still be free courts at off peak times and also targeted free coaching for young people.

Finally, we are all eagerly anticipating the Wanstead Pool opening. Although it is still a year away, we are very much looking forward to a fully integrated leisure facility with the new pool and studio to complement the existing gym, squash courts and sports hall.

As always, I do want to give my unreserved thanks to the commitment, hard work and personal contributions of my fellow Director Trustees, volunteers and staff in what has been a very difficult and unpredictable year.

*Martin Solder*

**Chairman**

## TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)

The Trustees, who are also Directors for the purposes of the Companies Act 2006, present their Report and Financial Statements for the year ended 31st March 2023. This report has been prepared in accordance with Charities Act 2011, and also contains the information required by the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

The Financial Statements on pages 54 to 56 have been prepared in accordance with the Accounting Policies set out on pages 57 to 61 and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and the Charities SORP (FRS 102).

### STRUCTURE, GOVERNANCE AND MANAGEMENT

Vision-Redbridge Culture & Leisure ("Vision") is a charitable company limited by guarantee (registered in England and Wales, company number 6032714). It is also a charity registered in England and Wales (Charity Commission registration number 1122720). In the event of winding up, the Trustees, who are the sole members of the company, are required to contribute an amount not exceeding £1. Vision's governing document is its Memorandum and Articles of Association.

A Board of Trustees is responsible for the oversight of Vision's operations. Board members set objectives, approve the annual budget and determine overall policy.

The Articles of Association currently require a minimum of six Trustees to be elected to the Board at any one time, with a maximum of 12. A maximum of two "Local Authority Trustees" can be nominated by the London Borough of Redbridge ("the Council"). All other Trustees are known as "Ordinary Trustees". At each Annual General Meeting, one third of Ordinary Trustees must retire, with those longest in office retiring first.

The Board meets a minimum of four times a year and delegates the day-to-day management of the Trust to the Chief Executive and Senior Management Team (SMT). In addition to the main Board, there are six Sub-Committees that meet with the same frequency as the main Board as part of a cyclical timetable:

Executive	Martin Solder, Chair.
Audit	Steve Wilks, Chair.
Arts, Culture & Libraries	Catherine Rowan, Chair.
Parks & Open Spaces	Brian Spinks, Chair.
Sport & Leisure	Linda Perham, Chair.
Staffing & Remuneration	Catherine Rowan, Chair.

### SENIOR PAY POLICY

The key management personnel are the Trustees and the Senior Management Team ("SMT"). Collectively, these are the persons having authority and responsibility for planning, directing and controlling Vision's activities, either directly or indirectly.

All Trustees serve on a voluntary basis and are not remunerated. Details of Trustees' Expenses and Related Party Transactions are disclosed in Note 11 of the Financial Statements.

SMT comprises three senior managers, including a Chief Executive and two Directors. The Chief Executive – under delegations from Trustees – determines the SMT pay structure in consultation with the Staffing & Remuneration Committee, with roles subject to a Job Evaluation process and consideration of external market rates.

The total employee benefits received in 2022/23 by key management personnel are disclosed in Note 9 to the Financial Statements.



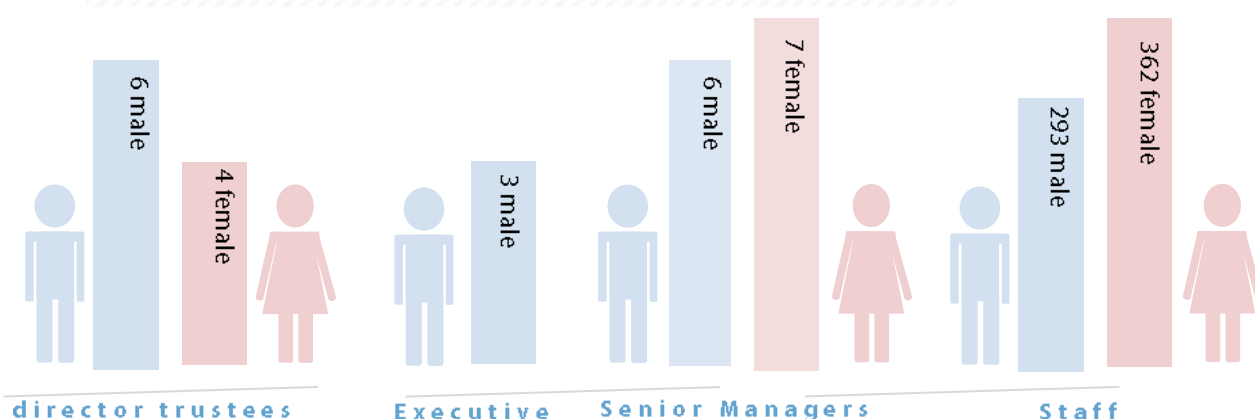
## EMPLOYEES

Vision is committed to encouraging equality and diversity among our workforce and eliminating unlawful discrimination. Our workforce should be truly representative of the diverse community it serves and for each employee to feel respected and able to give their best. Job applications and career development opportunities are considered solely on the basis of merit, regardless of age, gender & gender identity, race, ethnic origin, religion, disability, marriage and civil partnership, sexual orientation, gender reassignment, pregnancy/maternity or any other factors.

Vision especially welcomes job applications from people with disabilities and is committed to making reasonable adjustments wherever necessary throughout the recruitment process and during their employment with the Trust.

As at 31 March 2023, the Vision gender profile was as follows:

<b>Director Trustees</b>	6 Male, 4 Female
<b>Executive</b>	3 Male
<b>Senior Managers</b>	6 Male, 7 Female
<b>Staff</b>	293 Male, 362 Female



## GENDER PAY GAP

The gender pay gap is the difference between the average earnings of men and women over a period of time, irrespective of their role or seniority.

Vision is committed to the fair treatment, reward and recognition of all staff, irrespective of gender. Our pay and grading strategy is linked to the level of responsibility for a role, where each grade has a set pay range with spine points in between grades. Apart from our staff whose pay is linked to the London Living Wage or a market rate for their job role, all other permanent staff are expected to move through the pay range for their grade based on performance via an annual appraisal process.

The Gender Pay Gap for 2022 provides a broadly similar result to previous (non-Covid reporting years), with casual workers once again being included in the analysis.

Due to the continuing financial challenges experienced during the Covid period, there was no performance related pay during this reporting period.

Due to the nature of Vision's business and the diversity of roles, Vision continues to have no gender pay gap issues. We are positive in our approach to flexible working and family friendly policies. However, we recognise that as women are more likely than men to work part-time and to take time out from their careers for family reasons, we must continue to actively promote flexibility and opportunities, particularly at senior managerial levels to support work life balance. Although there remains a positive balance of female employees at junior and middle management, our commitment to equality, diversity and inclusion will ensure this remains a constant focus within all our policies and plans.

We remain committed to ensure that all staff receive relevant equalities training, and recruiting managers are aware of their responsibilities to ensure decisions are made transparently and objectively to help minimise gender bias.

## KEY METRICS

### HOURLY RATE

The difference between the mean and median hourly rate of pay that male and female full-pay relevant employees receive

#### women's hourly rate

**0.31%**

LOWER (mean)

**0.11%**

HIGHER (median)

**PAY QUARTILES** The proportion of males and females in each quarterly pay band

#### upper quartile

**42%**

MEN

**58%**

WOMEN

#### upper middle quartile

**45%**

MEN

**55%**

WOMEN

#### lower middle quartile

**43%**

MEN

**57%**

WOMEN

#### lower quartile

**43%**

MEN

**57%**

WOMEN

**BONUS PAY** The difference between the mean and median bonus pay that male and female employees receive

#### women's bonus pay is

**0%**

(lower) (mean)

**0%**

(lower) (median)

#### who received bonus pay

**0%**

OF MEN

**0%**

OF WOMEN

## EMPLOYEE ENGAGEMENT

All Vision employees take an active role in formulating the policy and strategy of the company. There is a golden thread from each individual performance development plan to team programmes that feed into Team/Service Plans. Teams are actively involved in establishing financial, operational and corporate objectives that are then embedded in the company's key strategic documents, such as the Medium-Term Financial Plan and Business and Delivery Plans.

The board of Trustees actively encourages participation by employees and the Senior Management Team. Although Trustees formally agree the high level strategic, policy and financial frameworks, they provide a high degree of delegation, including all operational responsibilities to the Chief Executive and Senior Management Team.

Vision's governance model is that of an overarching board of Director Trustees, an Executive Committee, Audit Committee and a number of specialist sub-committees. Directors, Heads of Service and staff regularly attend service committees and present agenda items in order that their views and perspective can be included in Trustee recommendations to Board about the future direction of the company, from both an operational and strategic perspective.





## OBJECTIVES

Vision's governing objectives are contained within its Memorandum and Articles of Association which were drafted and adopted in setting up the original Trust in 2007. The expansion of the Trust in 2011, and then in 2016, led to a widening of activities within the scope of those objectives.

### OUR



#### Vision

Providing places where people and communities can thrive.



#### Core Purpose

Supporting people and communities to thrive.



#### Objectives

1. To improve the health and wellbeing of local residents by providing physical, cultural and learning experiences.
2. To build stronger and more sustainable communities.
3. To improve the skills of our communities through participation and learning.
4. To focus our resources on delivering our purpose cost effectively.



#### Activities

We offer inclusive, affordable cultural activities and events for local people. In the places and spaces we manage, people feel safe and have opportunities to explore, relax, exercise, socialise and learn together.





In shaping the objectives of the Trust and planning activities, Trustees are mindful to take into account the requirements of the Charities Act 2011 (as guided by the Charity Commission) in terms of the public benefit requirement. It is an overriding consideration, and Vision remains committed to meeting both the “benefit” and “public” aspects in everything it does. For example:

- ◆ Diversity breadth is a priority in the provision of the culture and leisure services that we provide, often for example through providing and promoting cultural activities directly relevant to specific sections of the community, but including the broader aim of developing an understanding and appreciation in the wider community (thus promoting community cohesion). Many cultural activities especially therefore remain free of charge or low cost.
- ◆ The same commitment to public benefit prevails where services are subject to charges. For example, Vision has long managed the Redbridge Leisure Pass scheme, available free of charge to residents aged over 60, the disabled, those on low incomes or in full-time education. The Pass entitles holders to discounted entry fees on a range of sport and leisure activities and includes free swimming for the over 60s on weekday afternoons. Similarly, the Music Services where fee remission is available to ensure that long term opportunities remain accessible to low-income families.
- ◆ Vision also seeks to maximise public benefit in service delivery itself, and is always keen to support initiatives such as work experience schemes and volunteering initiatives, thus further engaging with the community and providing access to valuable work and life experience from which participants can directly benefit.







## ACTIVITIES

The activities of Vision are wide ranging and primarily based in the London Borough of Redbridge.

## ARTS, CULTURE AND LIBRARIES.

The Culture & Libraries service division comprises six key areas of activity:

### Libraries

Managing and delivering library services through a large Central Library and nine branch libraries within Redbridge. A Schools' Library Service is also operated, which covers a wider area of outer London. The Central Library hosts a number of specialist services, including for example, Redbridge Museum and Heritage Centre and Hub, a community advice and information hub, and Lab Central – an interactive innovation and technology lab for digital learning and entrepreneurs.

### Culture Development

The Culture Development Team is responsible for supporting grass roots community arts projects, helping the voluntary arts sector to develop and thrive. A key focus for the team is to deliver a range of cultural programmes in areas of low arts engagement, increasing participation with the arts by Redbridge's diverse communities, delivering arts activities and exhibitions in libraries and community spaces, animating outdoor spaces through the Redbridge Outdoor Arts programme in Ilford Town Centre and Ken Aston square.

### Museum and Heritage

Redbridge Museum & Heritage Centre delivers a comprehensive education, exhibition and events programme showcasing the Borough's history, often set in a global context and in partnership with local community organisations. The local studies and archive resources support local history and family research. The Museum is currently undergoing a major redevelopment, with a reopening scheduled for September 2023.





## Community Services

Further responsibilities include the Central Library café, Mildmay Neighbourhood Learning Centre (home to an 'Outstanding' rated nursery), and a managing agent role for three Redbridge community centres.

## Vision Venues

The Vision Venues Team manages Valentines Mansion, Sir James Hawkey Hall and Redbridge Town Hall Main Hall & Lambourne Room.

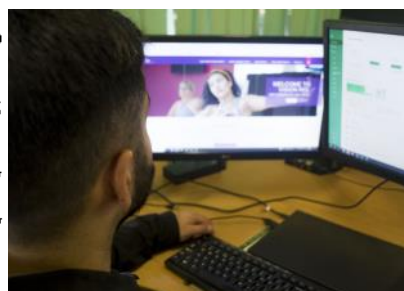
Valentines Mansion is a 300-year-old mansion house that is home to weddings, ceremonies, exhibitions, special events and creative workshops, along with an education programme for school children. The Mansion is also open to the general public with guided tours and private hire. Walks and outdoor music and theatre also take place in the gardens.

Vision and Redbridge Council's Registrars Team works in partnership to offer Valentines as the Borough's primary marriage and ceremony venue, with joint marketing and one customer pathway for enquiries and bookings.

Hawkey Hall and Redbridge Town Hall are large civic/function venues, available to hire for a range of functions, exhibitions, community events and performances.

## Customer Support Team

The Customer Support Team provide first lines support to customers looking to hire a Vision facility or book a ticket for an event, including the Theatre Box Office function. This team is being expanded to manage a range of other bookings including functions at Hainault and Fairlop, Owls Play Centre party bookings, support swimming lesson and exercise class bookings, as well as Parks Tennis and the Vision app.





## Music Service

Delivers opportunities for children and young people to learn and engage with music, including schools-based teaching, from whole class learning through to individual tuition. Further opportunities include participation in ensembles and choirs, with an annual concert programme. The Music Service is also the lead organisation for the Redbridge Music Hub, working in partnership with a range of music organisations.



## Redbridge Drama Centre & Kenneth More Theatre

Redbridge Drama Centre (RDC) fringe theatre venue offers performances by professional theatre companies alongside its own resident theatre companies, driven by a new strategy 'Redbridge Creates'.

A key pillar of Redbridge Creates is to support and develop young people and offer theatre classes and workshops to all ages. The Centre commissions and produces touring shows for schools and supports curriculum-based learning through schools and on-site workshops.

The Kenneth More Theatre (KMT) in Ilford has a 360-seater auditorium and studio space. The KMT's expansive theatre programme presents a diverse range of performances and shows, plus private hire opportunities. The KMT also enables development and progression opportunities to smaller, grassroot theatre companies, complementing the work of Redbridge Drama Centre.

Both Redbridge Drama Centre and the Kenneth More Theatre are operated by a multi-disciplinary team working across both venues.

In 2022/23, the Redbridge Creates Theatre Company was established as our inhouse production company.



## PARKS AND OPEN SPACES

The Parks & Open Spaces service division carries out a range of activities including:

Managing Valentines Park, along with eight other parks, all of which have facilities that include outdoor gymnasias, bowling greens, tennis courts and a variety of children's play areas. Hainault Forest, which contains a small farm, and Fairlop Waters Country Park, including Owls Indoor Play Centre, are also managed, along with over 40 recreation grounds and open spaces.

### Grounds Maintenance

Operation and management of grounds maintenance for parks and open spaces, plus individual contracts with schools, residential homes and private sports grounds, as well as a contract for monitoring play inspections on housing sites.

### Nature Conservation

A specialist team providing support and advice to Council officers on ecology and managing the Borough's nature conservation assets. Physical sites include Roding Valley Park, Hainault Lodge Local Nature Reserve and Claybury Park, as well as oversight at Hainault Forest. The team is based at the James Leal Centre where they run a successful education programme for schools. They also manage and run a range of projects, including a highly successful volunteer programme, and key partnerships, including the boroughs main tree planting initiative with Trees for Cities, and other projects and initiatives across the Borough.

### Allotments

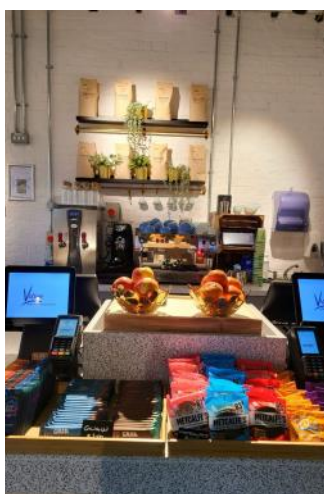
Managing almost 900 allotments across 14 different sites, as well as monitoring 10 society managed sites across Redbridge.

### Events

Organise a wide range of community festivals in Redbridge, as well as a full programme of events and commercial hires.

### Cafés

Operation and management of a bar / café at Fairlop Waters, café at Hainault Forest, The Green Café at Christchurch Green and also a kitchen and café at Owls Indoor Play Centre.





## SPORT AND LEISURE

The Sport & Leisure service division comprises two key areas of activity:

### Leisure Facilities

Operating leisure centres at Fullwell Cross (including pools, fitness and spa facilities), Loxford (dual-use facility with pool, sports hall and outdoor pitches), Wanstead (dual-use facility with sports hall, fitness facilities and squash courts), Mayfield (pool, studio and Gym which is also complemented by the school sports hall and all-weather pitch out of school hours.)

Two outdoor sports grounds with athletics tracks are also operated at Cricklefields and Ashton Playing Fields, with the latter having an all-weather pitch, grass pitches, gym, studio and hall.

Vision also operates Redbridge Cycling Centre, South Woodford Gym/Studio, Fairlop Outdoor Activity Centre and Woodford Green Gym.

### Youth Centres

Wanstead Youth Centre offers three spaces for hire which are used for sporting activities and by community groups, commercial operators and youth clubs. There is also a nursery on site five days a week.

## HEALTH AND WELLBEING

Managing, co-ordinating and delivering a range of sport, physical activity and health and wellbeing community programmes. The team offers universal programmes, as well as a referral service targeting children and young people, older people, females and people with disabilities or long-term health conditions.

Focus areas include Active Communities, a range of physical activity and wellbeing interventions that meet the need of local residents, with a particular focus on community engagement and health promotion. Health Intervention, to address health inequalities, improve physical activity levels, reduce obesity and support positive mental health and behaviour change through our adult and children's health referral programmes, and Group Exercise Programme development within leisure facilities and community venues.

In addition, the team organises sporting events for young people, adults with disabilities and health awareness events and workshops.





## STRATEGIC REPORT 2022/23

The constitution of Vision as a charitable Trust brings some key advantages, such as NNDR relief and significant VAT advantages, as well as access to external funding which directly run Council services and private sector competitors are not eligible for. Vision is a social enterprise that is able to utilise those advantages and many others for the benefit of Redbridge residents. The Trust has a lower cost base compared to the previous 'in-house' Culture and Leisure services which has helped to protect and expand many valued services. Alongside the financial benefits and efficiencies, Vision is focused on innovation and providing positive outcomes for our communities across a range of priorities, delivered through our facilities and services.

Where the Trust competes with the private sector, especially in the field of Leisure services, the non-profit making model enables fees and charges levied on the public to remain affordable to residents, thus maintaining accessibility and promoting inclusion.

## ACHIEVEMENTS AND PERFORMANCE

As previously mentioned, the 2022-23 financial year has seen many highlights, against a backdrop of challenges presented with inflation and the cost-of-living crisis impacting significantly. A number of service development initiatives and improvements came to fruition during the year

While the majority of services have seen activity return to pre-pandemic levels, others are on a slower trajectory, notably libraries where footfall and usage patterns have changed post-Covid.



# Highlight Achievements

Our highlight achievements against our key objectives are as follows:

Library Visits  
**923,000**

Library issues  
**1.2m**

Marriage Ceremonies  
at Valentines  
Mansion  
**355**

Swimming Lessons  
Delivered to adults  
and Children  
**Over 33,000**

Leisure Centre Visits  
**895,000**

Theatre Tickets Sold  
**43,000**

Green Flags Awarded  
to Vision parks  
**9**

Class and Workshop  
attendances across  
our theatres  
**Over 30,000**

Children regularly  
participated in music  
based activity  
throughout the year  
**Over 2,500**





♦ TO IMPROVE THE HEALTH AND WELLBEING OF LOCAL RESIDENTS BY PROVIDING PHYSICAL, CULTURAL AND LEARNING EXPERIENCES

Arts, Culture and Library Services provide a range of core services and activities to support residents, in line with our core objectives, in parallel with an annual programme of events and activities.

Ten years on from the major refurbishment of the Central Library, the children's library had a small refurbishment, with new shelving which is more mobile and easier to move. The furniture is more streamline and has made the space feel more contemporary, with a bright and less oppressive feel.

Hub Central reopened as an advice and information hub, working in partnership with Work Redbridge, Citizens Advice Bureau and Debt Free London, as it is a pioneering new service to support local residents with their information, advice and guidance needs.

Hainault Library underwent a major refurbishment and redecoration. The building was tired and needed some major wiring and lighting upgrades. We took the opportunity to create a new modern library to replace the tired and dated offer for Hainault residents. At the same time a dedicated mini –Community Hub space was created to host partner advice services. The courtyard space area was also refurbished to create a new readers' garden.

New Library opening hours were introduced across Redbridge from 1 January 2023, to reallocate the hours where there is the most demand. The changes included a reduction in late night opening in branch libraries to 6pm (still retaining one night to 8pm in the larger Town Centre libraries) and implementing Sunday opening at the Central Library, and extending Saturday opening to 5pm in library branches. Library customers have responded positively to the extended weekend opening hours. South Woodford and Woodford Green Libraries offer extended opening hours from 6am to 10pm on weekdays and 8am to 6pm at weekends, due to their integrated library/gym offer on site.





The annual Day of the Dead festival moved to Wanstead Library from its usual Ilford location in November 2022, with over 1,000 visitors recorded. The day long family event included a range of arts and crafts activities, storytelling, musical performances and a night-time parade. Audiences travelled from all parts of Redbridge as well as from across London. This has become a popular feature in our library/cultural programming now, as part of the national Death Positive Library move which began in Redbridge.

All Redbridge Libraries have been designated to be part of Redbridge Council's Community Living Rooms initiative to help residents stay warm during the cold winter months. Libraries have promoted the range of activities for people to enjoy during their visits, which includes games clubs, craft activities, workshops and the full range of library services.

Selected Redbridge Libraries have become databanks, where local eligible residents who are struggling to afford their monthly data plans will be able to receive a free SIM card from their local library. These schemes further demonstrate the wider value of libraries in support our communities beyond the traditional lending model.

Libraries have delivered a broad programme of activities to support health and well-being including meditation sessions, Menopause Awareness Community pilot, Walk it Out Self Confidence Workshops, nutrition workshops and wellbeing sessions through libraries. The team is supporting the Single Homeless Project Adult Literacy Group where they've developed a volunteer role for a Leader & Assistant to deliver to support Homeless people with literacy skills. Coming up is World Book Night event with community group Walk it Out.

A new self-guided tour for mobile devices developed during the year for visitors to Valentines Mansion. The content focuses on the history the Mansion and some of its former residents. Visitors can scan a QR code to access the tour on their own smartphone or devices. From summer 2023, visitors will also be able to borrow a tablet on site to follow the self-guided tour of the house and gardens.



In Summer 2022, a new initiative was launched by Vision and Redbridge Council in partnership – 'Summer Megamix', with a low cost / subsidised programme of sport and cultural activity for young people aged 8-16 across the Borough. The principal aims being to drive up activity for young people over the summer and provide an opportunity to try a new activity or programme which may have previously been unaffordable or out of reach. Exit routes are then provided into mainstream programming and activity throughout the year.

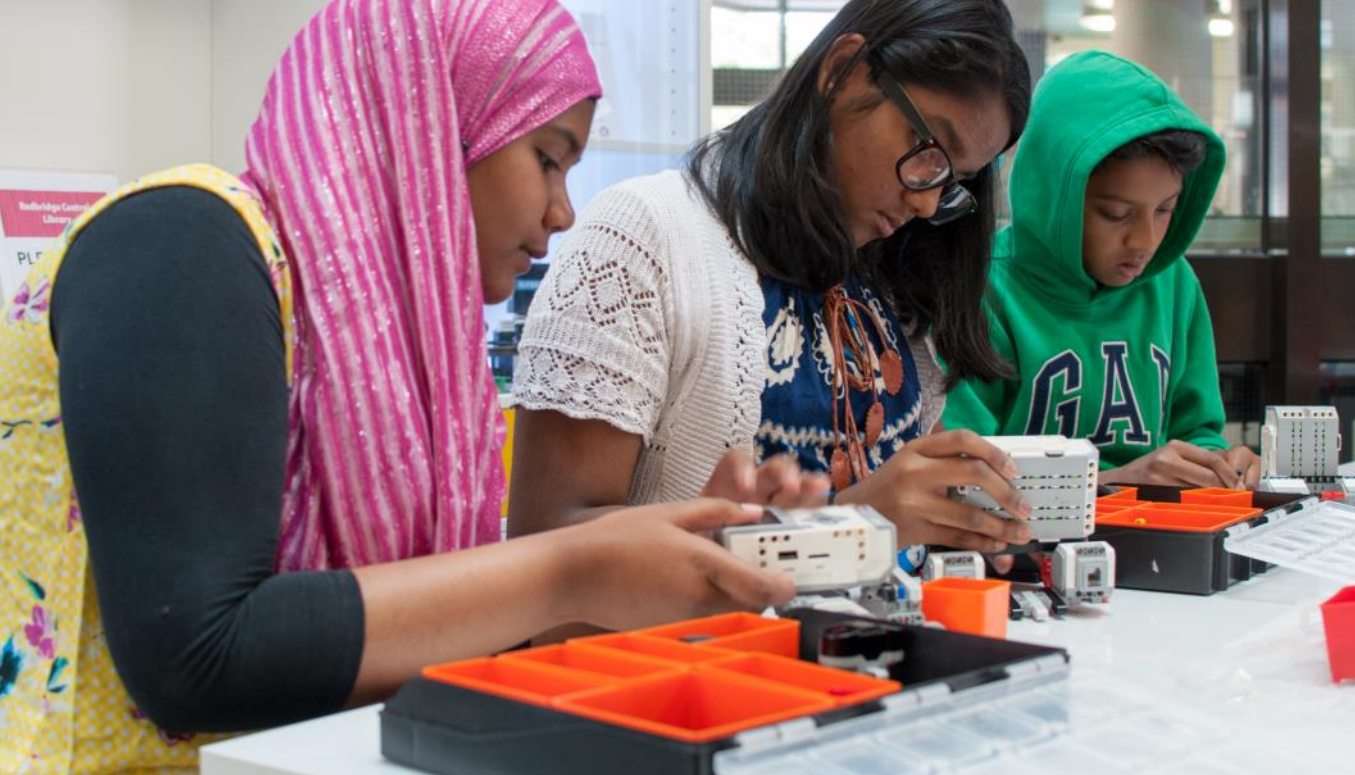
Activities included sport, physical activity, digital, arts and crafts, music, dance and drama. Children could also swim for £1 at three leisure facilities and watch films at Kenneth More Theatre. All taster sessions and workshops aimed to be inclusive, however, there were also adapted sessions for children who would benefit from additional support included in the programme, such as cycling, water sports, multi-sport, arts and dance.

In total, Mega Mix offered 29 different activities, 342 sessions / workshops, 11 film showings and 120 swimming sessions – a total of 473 opportunities to engage in positive activities. 10,014 young people booked onto at least one Mega Mix session with 1,238 unique participants, 67 of which had a registered disability. On average, sessions reached 76% capacity although several activities/workshops achieved 100% capacity, with waiting lists.

In support of the MegaMix programme, Arts and Culture services offered:

- ◆ Reading pledge, which has replaced our participation in the summer reading challenge
- ◆ Family cinema screening for £1
- ◆ A range of introductory drama and dance workshops
- ◆ Music classes and workshops
- ◆ STEAM activities
- ◆ Craft activities





This year we are promoted the wide range of activities that can be enjoyed in Redbridge Libraries, helping children to express their creativity, learn new skills and encourage them to read more. The libraries Mini Mix programme is based on 5 core areas so children could try all five to win their certificate of achievement. The 5 areas were:

- ◆ Books & Reading
- ◆ Culture & Creativity
- ◆ Health & Well-Being
- ◆ Digital and STEAM
- ◆ Shows, screenings and performances

All children completing all five tasks (including their reading pledge) earned a certificate of achievement.

The Mini Mix programme includes a reading activity and replaces the national Summer Reading Challenge (SRC) that has been offered in previous years.

In our programme children get to set their own pledge on how many books they will read through the summer holidays. This could be anything between 1 to 100 (or more!) - whatever the child feels they are able to realistically achieve without feeling pressurised to reach the total of six set out in the national SRC. We feel this caters better for the less confident/reluctant readers and for more capable readers, they can set themselves a higher target, as well as introducing cultural and STEAM related activities to give a more rounded summer programme.

Developing reading skills and inspiring a love of reading are a key focus of the Mini Mix, but by broadening out the range of tasks the children need to complete, this gave children a broader experience and also demonstrates the wide breadth of services and activities available in Redbridge. Over 1,800 registered to take part in the libraries Mini Mix summer programme



Funding has been secured from the England & Wales Cricket Board for £30,000 to provide three new non-turf (artificial) cricket pitches at Valentines Park in Ilford. These three new pitches are part of the London Cricket Trust's project to bring cricket back into parks. This is a joint venture with the London Borough of Redbridge working in partnership with Vision, the London Cricket Trust, England & Wales Cricket Board (ECB) and Essex Cricket in the Community. The non-turf pitch will provide a new accessible pitch for the community, schools and clubs to enjoy.

The Council has secured funding via the England & Wales Cricket Board to invest £800,000 into cricket facilities in Redbridge as a result of the excellent relationship between Vision and the England & Wales Cricket Board and Essex Cricket. It will include further investment in grass cricket pitches, more non-turf cricket pitches and significant investment in machinery.

We have developed an excellent relationship with community ownership cricket clubs, which continue to thrive in our parks providing many opportunities for local communities. Funding has been secured from the London Cricket Trust and England Cricket Board and invested in new cricket machinery, with the majority being donated back to the cricket community to improve their cricket facilities.

Another successful partnership was developed at Goodmayes Park with Ekota and Essex Cricket to develop sport within the park but also club management of playing surfaces and associated pavilion. This has led to the opening of the 'Emerald Café' 2022 which is accessible to all park users and groups and Vision supported the installation of cycling racks to promote active travel.







In 2022/23, we achieved Green Flag awards for nine sites within Redbridge and raised the standards of parks by working with user groups, friends' groups and volunteers. Green Flag awards are the premier standard in parks and open spaces.

During the year we installed 15 memorial benches and planted 30 memorial trees in Valentines Park, and trees from the Wilderness Garden Project in Ilford Town Centre were relocated to the Ecological area within the Park. A new wildlife pond was installed in the nature area, along with the creation of a wildflower meadow for House Sparrows and Turtle Doves and additional habitats for Hedgehogs. In partnership with Butterfly Conservation, we planted six Elm trees to encourage Hairstreak Butterflies.

Also in Valentines Park, we created an Australasian Border next the Walled Kitchen Garden and installed additional play equipment in the under 8's play area. A food market was also delivered to encourage more people to come to the park and celebrate different types of cuisine, as well as some arts and crafts stalls.

Redbridge in Bloom celebrated its 27th anniversary in 2022 and is now an event for all ages, giving residents and school children the opportunity to demonstrate their creative gardening skills.

Some of our grounds maintenance staff have undertaken LANTRA ride-on machinery training and some have undertaken Defibrillator training.

Over 900 allotment plots are now let annually and at the same time we have developed significant partnerships with charities, community groups and schools on allotments across the Borough and delivered a programme of volunteering workdays and training events.

The Nature Conservation Team has successfully managed a range of projects that includes working with school children, running a highly successful volunteer programme achieving 2,340 volunteer hours with 116 individual volunteers, as well as managing key partnerships, including the borough's main tree planting initiative with Trees for Cities with the planting of almost 5,000 trees.

Collectively the Nature Conservation Team and Rangers at Hainault Forest have worked together on sharing training resources, such as bat training, flood management works and grassland management techniques.

We have continued to invest in Park facilities during the year. A changing places toilet has been installed at Hainault Forest to assist those with physical disabilities and widening access to more people to use this site.





The Boathouse at Fairlop Waters continued to operate and thrive and provide a facility for the local community to use during their daily exercise periods, offering interaction and support, as well as coffee and toilets. A new menu has been developed to sell hot pastries and cakes, as well as ice cream and dog ice cream.

The overall number of customer visits to leisure facilities in 2022/2023 was 895,032. Although the majority of the year was still affected by Covid Recovery, by January 2023 memberships had recovered to pre-Covid levels. Swimming lessons however are still recovering, but by March 2023 were at 90% of pre-Covid occupancy.

# 895,032

CUSTOMER VISITS TO LEISURE  
FACILITIES IN 2022/2023

Whilst Covid recovery continued to also affect Redbridge Cycling Centre throughout 2022/23, Astro turf pitches, indoor sports halls and studio classes were all extremely popular throughout the year, continuing the trend following re-opening in 2021.

A number of membership promotions took place during 2022/23, with a mix of monthly offers and annual membership discounts. Over 1,200 membership sales came through these promotions and live membership numbers grew by 775 from March 2022 to March 2023, with a live membership base at year end of 4,071. Although there was a trend during the first half of 2022/23 for a high number of membership cancellations due to the cost-of-living crisis and not being seen as a priority, this slowed in the second half of the year.

OVER

# 1,000

MEMBERSHIP SALES CAME  
THROUGH PROMOTIONS

Leisure Facilities continued to provide free leisure facility use for Looked After Children which expanded to include Ukrainian refugees under 16 years old.

The new summer MegaMix holiday programme included swimming for £1 for under 16s and 4,322 children swam as part of this offer.

# 4,322

CHILDREN HAD TAKEN PART IN  
THE SWIMMING OFFER AS PART  
OF SUMMER MEGAMIX



WEIGHT MANAGEMENT  
REFERRAL SCHEME

370

PATIENTS ATTENDED

90%

OF PATIENTS HAVE LOST  
WEIGHT

25%

OF PATIENTS HAVE LOST OVER  
5% OF THEIR BODY WEIGHT

## REDBRIDGE SWIM CLUB

213

MEDALS WON

78

GOLD MEDALS WON

11

SWIMMERS TOOK PART IN THE  
ESSEX COUNTY CHAMPIONSHIPS IN  
2023

Ashton Playing Fields held a National League Athletic Meeting in July 2022, which was the culmination of a very busy athletic season at both Ashton Playing Fields and Cricklefields. Cricklefields held 188 hours of athletic PE lessons during the spring and summer term, with 17 sports days hosting over 8,000 primary and secondary school pupils. Ashton Playing Fields had 125 hours of athletic PE lessons, eight sports days and over 2,500 pupils taking part in sports days.

Along with the membership promotions, internal and external signage was upgraded across a range of facilities in 2022/23, with new modern external signage and digital marketing TVs installed at Fullwell Cross Leisure Centre. Other facilities had new external signage to provide consistency across the leisure facility estate.

Fairlop Outdoor Activity Centre provided sailing, paddlesports and raft building lessons for over 50 schools and clubs/youth clubs throughout 2022/23, as well as a great summer holiday programme with 97% occupancy.

The London Borough of Redbridge Swim Club has had a very successful 12 months with 213 medals won across a range of Galas, including 78 Golds. 11 swimmers took part in the Essex County Championships in February 2023 with two Silver and one Bronze medal being collected.

Automatic Number Plate Recognition Management was installed in Fullwell Cross car park in partnership with Euro Car Parks, which worked so well the system is being rolled out at a number of other facilities in 2023.

This year, the Exercise on Referral (EoR) scheme received 1,997 referrals, which is a higher rate than pre-Covid levels. The EoR team has worked closely with all health professionals, including GPs, Social Prescribers and therapists, to support patients on their journey to better health.

The Weight Management referral scheme has run in parallel the EoR scheme, with nutrition courses being offered throughout the year via Zoom and at Hainault and South Woodford Libraries, with 370 patients attending. 90% of patients completing the course have lost weight, with 25% losing over 5% of their body weight.

From April 2022, the Clinical Commissioning Group funded a musculoskeletal (MSK) pathway with physiotherapists and other health professionals. In the first year, over 1,400 referrals have been received and specialised classes for patients with lower back/hip mobility issues introduced.

Active Stars – Vision's children's weight management programme - has started to build back after Covid and the National Child Measurement Programme re-launched to provide referrals. Of those completing the 12-week programme, 62% reported a reduction in weight loss and BMI and 100% reported achieving behaviour change goals around nutrition, physical activity or healthy lifestyle (e.g., improved sleep, reduction in screen time).

The Wellbeing Walk programme continues to grow with six weekly walks, one of which is a female only walk, plus two inclusion walks. The walks are led by 12 volunteer trained Walk Leaders, with 201 unique participants and a total of 3,574 attendees joining 270 walks throughout the year.



Walking football sessions are delivered in partnership with Power League, with a focus on residents aged 60+ and younger men who are recovering from having a health disorder, or with a long-term health condition. The sessions offer an opportunity to engage at a slower pace, whilst still providing a team sport and enjoying the social element it can provide. Each session has an average of 20 participants, with a total of 981 attendees.

The Group Exercise Manager role has supported the development of the Group Exercise programme which is now available in eight locations with over 100 classes per week. The programme has been redeveloped with the introduction of quarterly timetables to ensure they stay on trend and offer a diverse range of classes. In addition, leisure facilities memberships have seen an increase along with a good retention rate.







#### ♦ TO BUILD STRONGER AND MORE SUSTAINABLE COMMUNITIES

Following our successful application to Arts Council England's Creative People and Places programme, the Creative Redbridge project gained momentum during the year with the appointment of the Programme Director and Team. Year one of the programme will be focused on preparatory work and the development phase, before moving into delivery phased from 2023 onwards.

Together they have a wealth of knowledge about community outreach, co-design and facilitation. All live or work around the borough, so have a good understanding of Redbridge's diverse communities. They will be mapping key stakeholders in our priority areas for the programme and begin public consultation to better understand our target audiences, ultimately leading to community curated and commissioned cultural activity in target areas of the Borough.

HM Queen Elizabeth II was the focal point for much of the Trust's activity throughout the year. Working with Redbridge Council, we delivered a programme of events and activities over the Platinum Jubilee weekend in June and throughout the summer.

The Culture Development Team administered applications for Street & Community party applications in celebration of the Jubilee on behalf of Redbridge Council. A total of 39 celebrations were awarded funding totalling £7,800 through Redbridge Arts Grants. The team awarded a further £14,000 to 11 arts projects in celebration of the Jubilee year. The diverse range of projects included music performances, storytelling, festivals, exhibitions and arts workshops have been funded, with good coverage across the borough.

The library service delivered family friendly Jubilee themed activities through the earlier part of the year, along Big Jubilee Reads displays at the larger libraries, featuring a collection of books representing writers from across the Commonwealth over the last seven decades.



The Theatre Team worked with schools across Redbridge and beyond on the second year of the Just Sing! project. Schools were invited to take part in this singing festival, which culminated with performances at the Kenneth More Theatre, accompanied by a seven-piece band. For many, this was the first time singing live on stage, or with a live band – including a number of young soloists. A Jubilee Song for Redbridge was also written, which was intended to be performed at the Redbridge Schools' Choral Festival in 2023.

However, in September the sad news came that Her Majesty had passed and Vision's focus moved into another phase with the enacting of 'Operation London Bridge' where we supported the Council's civic response to her death. Libraries across the Borough were used as focal points for communities, hosting books of condolence and receiving floral tributes. A series of multi-faith vigils were also facilitated by Vision for Redbridge Council.

We also provided support to our communities through our Death Positive Library work, providing a range of resources and support through the period of national mourning.

Vision was commissioned to deliver Redbridge Council's Christmas light switch on events across the Borough. Events took place in Gants Hill, Hainault, South Woodford, Seven Kings, Wanstead and Barkingside and were enjoyed by over 2,000 residents, with a range of entertainment and the live show 'Santa's Christmas Wish' which was written and performed by Vision's Theatre Team, through our Redbridge Creates Theatre Company. The events were further enhanced by a range of activities in the associated local library and infrastructure supported by the Library & Culture Development Team. Our Theatre performers also supported Ilford Town Centre's Christmas light-up extravaganza event in Ilford High Street.

Redbridge Outdoor Arts delivered by Vision's Culture Team is a season of free, spectacular, exciting, fun, and reflective outdoor arts for all the community to enjoy together, discovering connections within the community through a shared experience as an audience, participant and artist.

The Culture Team was once again successful in their application to join the Without Walls Touring Network Partnership, which has now been extended from 2023 to 2026. Vision will join 16 organisations from across England including Local Authorities, Arts Council National Portfolio Organisations and Creative People and Places projects that are committed to touring Without Walls shows to neighbourhoods, towns and cities across England.

Being a member of the network enables Vision to program dynamic, exciting and new outdoor arts, bringing high quality, spectacular, fun and reflective experiences to the Redbridge Outdoor Arts programme. It offers additional funding opportunities for audience development and community engagement, delivery of the 'Discover in a Day' Arts Award and support for data collection to enable a robust evaluation. As well as a commitment to support partners to embed Equality Diversity & Inclusion, sustainability and access into their projects.





Redbridge Outdoor Arts launched in April with celebrations for St George's Day. It continued until October as part of Black History Month. The team have delivered a programme of outdoor arts for Tech Ilford for London Tech Week, South Asian Heritage Month, the Libraires Mini Mix summer pledge as well as our usual programme for Ken Aston Square in Barkingside and Ilford Town Centre.

The outdoor arts programme has consisted of 13 outdoor arts events with 20 performances and 24 storytelling sessions over the peak programme, with over 8,000 participants across the programme.

The audience development programme has consisted of 7 workshops with 226 participants, 3 Arts Award opportunities with 22 children, 6 accessible shows offering familiarisations tours and easy reads to 32 audience members with access needs.

The Culture Team also supported the development of a mini-part and events space in Ilford Town Centre's Cultural Quarter. The space hosted events throughout the summer, boosting visitor numbers and supporting the local economy. The space also supported improving the local biodiversity and environment in the heart of the Town Centre.

Our in-house production company 'Redbridge Creates Theatre Company' produced The Wizard of Oz as the summer show, along with 'Santa's Christmas Wish' performed at the Christmas light switch on events around the Borough later in the year.

Alongside this the tale of the Pied Piper was performed at Redbridge Drama Centre and Aladdin at the Kenneth More Theatre. In total there were 99 performances of three different productions performed throughout December and January. The annual pantomime performance continues to grow, with an extended run at the KMT selling 19,000 tickets. RCTC was also one of the first theatre companies to secure the rights to Disney's Frozen Jr, an abridged version of the live musical, which was performed at the KMT in March to sellout audiences.



After a long phase of public consultation over the past two years with over 500 local residents, final designs and finishes for the new Museum displays were completed, with the project moving into build and installation. Offsite construction of case furniture commenced in July and installation began in September. Build and fit out should be completed by Summer 2023, followed by exhibition installation and a proposed opening in the following Autumn.

During August, the Museum and renowned photographer Eddie Ocher, held a series of analogue photography workshops with local young people, inspired by the history of world-famous Ilford Limited photographic company, as part of the National Portrait Gallery's 'People Powered' project. This will lead to a major exhibition at the Central Library in December and displays at the NPG when it reopens after its £50m redevelopment in 2023.

All Cultural Services contributed to the annual programme of celebratory events, recognising:

- ◆ Women's History Month
- ◆ LGBTQ+ History Month
- ◆ South Asian History Month
- ◆ Black History Month

While we embed inclusion and showcase diversity all year round through our work, we also recognise these celebration focal points to shine a spotlight on our communities, particularly from an arts and cultural perspective.

As part of the restoration project at Hainault Forest, the works on site have started and will be completed in the summer of 2023. This £7.3m project is funded by National Lottery Heritage Fund, Greater London Authority and Redbridge Council and will see investment to improve and restore the condition of the Forest and provide new visitor facilities in the renovated Fox Burrow barns.

The Keep Britain Tidy 'People's Choice Award', saw Valentines Park voted back into the Top 10 parks in the country.

Our Events Team organised and managed Holocaust Memorial, Armed Forces Day and Remembrance Day events. In addition, funfairs were successfully hosted in Valentines Park, Fairlop Waters, Barley Lane Recreation Ground and Christchurch Green.

Vision also delivered the lighting of the beacon and other activities as part of the Queen's Jubilee celebrations at Redbridge Cycling Centre, as well as hosting large commercial events such as Soultasia, Sunborne/Moondance and Raver Tots. There was also a small Jazz Festival at The Green Café and Fairlop Waters in partnership with Redbridge Music Service which was well received and there are plans to expand.





On behalf of Redbridge Council, Vision inspects all the play areas in the housing sites as well as inspecting and monitoring defibrillators in or around council buildings.

Vision hosted 'Tree Amigos' at Christchurch Green in December selling Christmas trees to local residents and also a Winter Wonderland at Fairlop Waters which included an outdoor ice rink.

With funding from the Council, Vision commissioned Parkguard to provide a community engagement and parks patrol service within our parks and open spaces. In 2022, this was very successful in developing partnerships with the Metropolitan Police, Redbridge Enforcement and other stakeholders. Parkguard has been present at all major civic, commercial and community events to provide support and engage with the wider community.

In Valentines Park, Vision has designed and created a Covid-19 Memorial Garden in the Bandstand area, along with the planting of 30,000 spring flowering bulbs. A Platinum Jubilee Winter / Spring Border has also been created in the Gardens by Valentines High School.

Vision has developed and fostered new partnerships with various groups, including Ministry of Justice Community Payback, Ekota Sports Academy, numerous Rotary Clubs, Redbridge Community Hubs, Gearies Primary School, Manford Primary School and Community Horticultural Learning - Royal Botanic Gardens Kew. These partnerships have contributed towards an overall total of more than 3,500 volunteer working hours registered in parks and open spaces.

With the help of various groups, an ongoing programme of projects and action days has been delivered, including approximately 429 litter-picking days, the restoration of 12 park benches, 700 metres of pathways edging and 1,500m<sup>2</sup> painted surfaces. In all, 31 projects have been proposed, planned and completed by the community with support from the Parks team.

Vision worked with the Council on their Homes for Ukraine programme and delivered a 'Welcome to Redbridge' event to showcase how we can support Ukrainian families with leisure and cultural activities.





### ♦ TO IMPROVE THE SKILLS OF OUR COMMUNITIES THROUGH PARTICIPATION AND LEARNING

Redbridge Music Service continued to deliver tuition and services to schools throughout the year, with over 5,500 children taking part in music activity through RMS during the year.

As part of the Megamix programme, Redbridge Music Service offered their first ever holiday courses taking place at the Central Library and Kenneth More Theatre for pupils graded 1-4 standard. Steel Pans, Choir, Wind/String groups and an Orchestra could be heard rehearsing throughout the venue, following by a presentation concert at the end of the intensive 3-day course. We are hoping to incorporate pupils of higher levels in future years and develop the programme further.

Redbridge Music Service offered a new financial support package for pupils in receipt of free school meals (FSM) for the 2022/23 academic year, with financial support provided through a split between the Music Hub grant, school and parents.

Having identified a drop in FSM pupil numbers learning an instrument against the numbers of pupils learning pre-pandemic, we established a partnership between the schools, parents and the Music Service in an attempt to reverse this trend through a subsidised hour of woodwind or brass instrument tuition for pupils in year 5 and year 7.

The aim of this support to target FSM pupils who may have been particularly affected by the restrictions around covid and those primary to secondary school transition. The reason for targeting brass and woodwind instruments is that these will give the pupils access to joint music making opportunities. This has proved to be beneficial particularly in terms of the benefits of groups music making for mental health and social mobility and we aim to ultimately increase service take up.



At the end of the year, Vision returned to the Royal Albert Hall to present the 24th Redbridge Choral Festival. The theme for the Festival was 'Happy & Glorious' and looked back over the HM The Queen's reign and forward towards the coronation of King Charles III. The Festival was a collaboration between Redbridge Music Service and Redbridge Creates Theatre Company and presented a number of new commissions, a medley of songs from Hamilton the musical, and a further medley showcasing over 20 hits representing the decades of Queen Elizabeth's 70 year reign.

Over 2,000 young people performed in the Happy & Glorious company, whether singing, playing in the orchestra or one of the featured ensembles or drama performance.

Classes and workshops at Redbridge Drama Centre and Kenneth More Theatre continue to grow, with over 30,000 attendances to one of the many drama opportunities on offer.

The Schools' Library Service hosted the 19th annual Redbridge Children's Book Awards in June where over 300 students, teachers and librarians from 7 secondary and 5 primary schools filled the Kenneth More Theatre. The Mayor, Councillor Thavathuray Jeyaranjan, also attended. The schools were thrilled to see performances by spoken word artist Bella Cox's and shortlisted author Angharad Walker.

Mildmay Nursery continued to deliver high quality services to families and their young children throughout the year. Additional funding was also made available to support children with SEN. This funding provided staffing cover to enable 1-1 support, equipment and materials to help the child in their learning journey. This funding will be available until July 2023. Early into the new financial year 2023/24, the Nursery underwent an OFSTED inspection, which was imminent. The outcome of the inspection was an assessment of 'Outstanding', retaining the standard award

The pace of post-Covid recovery of Swim Vision lessons was slow during the first six months of 2022/23, with a lack of swimming instructors impacting on the number of lessons that could be offered leading to high waiting list numbers. Following a swimming instructor recruitment campaign and a significant salary uplift in March 2023, there has been good progress with swimming lessons increasing steadily. The number of children learning to swim grew by nearly 100 over the year and this trend is expected to continue into the new financial year.

Fullwell Cross and Mayfield continued to host the Borough school swimming programme and during the year 55 schools took part with 1,650 pupils and 715 hours of school swimming instruction.

Three National Lifeguard Qualification courses were held in 2022/23, with 42 gaining this qualification and 20 of those that passed becoming permanent Vision employees.

18 swimming apprentices were in place during the year, with five becoming Level 1 swimming instructors and two completing Swim England Level 2 qualification.

Fullwell Cross refurbished its three Spa Treatment Rooms in October 2022 and recommenced offering Spa Treatments in November. This has been very successful with 483 treatments being carried out from November to March.

External training courses took place throughout the year for all service areas, including eight members of staff becoming IOSH Managing Safely qualified, 51 staff renewing or completing their three-day First Aid at Work Qualification, and 89 staff completing defibrillator training.

Vision partnered with the Redbridge Institute of Adult Education to deliver a programme of free physical activity taster sessions for adults across Redbridge between September 2022 and July 2023. Those participating could trial various activities with the aim of encouraging them to move more and connect with other members of the community to support positive wellbeing. The programme was designed to cater for diverse needs, at varying levels of intensity and for all abilities. 19 events, including group exercise, active meditation, dance fitness, walks and health MOTs, were successfully planned, developed, and completed from September 2022 to February 2023 at a number of venues across Redbridge as well as via Microsoft Teams.

The Last Man Stands Cricket programme continues to offer five leagues with 37 teams registered. The winter indoor league at Loxford Leisure Centre also returned with 24 teams. This programme highlights the desire residents have to participate in regular outdoor competitive sport, building community cohesion and engagement.

The 2022 Virgin London Mini Marathon took place in October alongside the Main London Marathon. Redbridge had a team of 30 young athletes, results included a second place in under 17 boys.

The 2022 London Youth Games was the first season since Covid to run the majority of sports, with 340 Redbridge young people taking part in 25 out of the 36 sports. The event continues to be supported by over 30 volunteers from local sports clubs, and the Health & Wellbeing service provides training and support to these individuals and clubs. Overall, Redbridge finished with thirteen top ten places, including one Gold, four Silver and six individual medals.

Vision offers a diverse range of volunteering opportunities across leisure and culture portfolio, including:

- ◆ Nature Conservation and Parks.
- ◆ Theatre Front of House and ushers, in partnership with the Friends of RDC and KMT.
- ◆ Valentines Mansion stewarding, guides and event support, in partnership with the Friends of Valentines Mansion.
- ◆ Libraries digital support champions, storytellers, reading support champions.
- ◆ Museum and archive volunteers.
- ◆ Health & Wellbeing in support of the London Youth Games, Mini Marathon and Walk Leaders.

In addition, we support and offer a range of work experience and personal development schemes, such as the Duke of Edinburgh award. A number of our own young people are supported through Jack Petchey awards.







### TO FOCUS OUR RESOURCES ON DELIVERING OUR PURPOSE COST EFFECTIVELY

Vision and Redbridge Council's Registrars developed the seamless marriage ceremony offer at Valentines Mansion. The Mansion is available to book for marriage or civil ceremonies through the Vision Customer Support Team, who handles all aspects of the booking and payment process, with the exception of the Notice of Marriage which is undertaken by a registrar. The partnership is mutually beneficial, with the aim of offering a simple, competitive high quality offer, driving up bookings and income. Over 350 couples exchanged their vows and were married at Valentines during the year.

A new Customer Support Team was setup during the year to act as a central sales and bookings function. Initially the team was setup following the rapid growth of bookings and enquiries post-pandemic. The remit expanded to handle all enquiries for hire venues, event bookings and provide the telephone box office service for the Kenneth More Theatre and Redbridge Drama Centre, driving up sales and cross-selling opportunities across the Trust. The aim is to further expand the Team to support leisure memberships and bookings. The Team also provides direct customer support with new digital initiatives, i.e. the improved leisure app for class/facility booking.

In parallel and new venue booking and management system is in development for implementation in 2023/24, which will automate payment processes and document delivery to customers in relation to hire. It will also provide Customer Relationship Management functionality for hire enquiries.

In April, Hawkey Hall and Redbridge Town Hall reverted to their role as function venues, following their use as covid vaccination centres. Hawkey Hall returned to operation following a short period of deep cleaning and repair work following the intensive use during the pandemic.

The Town Hall remained closed, pending full redecoration, plaster and roof repairs undertaken by Redbridge Council. The Hall was returned to Vision's use by December 2022. However, the associated Lambourne Room and kitchens remain closed due to severe flooding and remain so as this report is being written, with no reopening date known.

A key focus for the year has been the development of ICT systems and applications for both staff and customers. Helping to deliver modern and efficient services, key developments have included:

- ◆ The launch of a new events calendar platform within the Vision website to more easily find out what's on across our services and facilities. Customers can also sign up for bespoke email notifications based on their event preferences and interests.
- ◆ An updated Leisure app for customers booking exercise classes, improving the functionality and accessibility of features, offering better booking notification and waiting list management.
- ◆ Automating back-office processes to reduce overheads and provide timely, quality services to customers. The introduction of our new venue hire booking system has helped drive up venue hire and have central oversight of availability and occupancy across the organisation.
- ◆ Wifi printing in libraries has been upgraded to support easier printing from customers' own devices.

Coupled with our digital development, we have focused on improving our marketing and applying consistent recognisable branding across our services and facilities, including at Hainault Forest Country Park with the opening of the new visitor centre, café and facilities.

The team has focused strongly on sales driven campaigns throughout the year, particularly relating to leisure centre memberships and usage, theatre ticket sales and participation in physical activity.

The team has also supported the wider cultural and parks services, where income generation is less of a priority against promoting the wide range of opportunities to take part in activities across the Borough. Our marketing campaigns are delivering strong results, with further strengthening of brand and web developments coming in 2023/24.

Parks continued to perform well under the Association of Public Service Excellence framework. In respect of the performance indicator 'Maintenance Cost per 1,000 head of Population', Vision is ranked 2nd out of the 37 contributing authorities. In terms of the indicator, measuring the percentage of staff absence, Vision is ranked 2nd out of 37 authorities which are both excellent achievements.

Vision appointed a Kitchens Manager to review, improve and deliver our own brand for food and beverage across Hainault Forest, Fairlop Waters and The Green Café.





As part of the review of our Business Continuity Plan and in order to strengthen our response to emergency and crisis management, two training courses were organised in Strategic Emergency and Crisis Management delivered by the Cabinet Office - Emergency Planning College. This is a three-day course delivered with live exercises and there are now 17 trained managers, including all "Gold" and "Silver" responders.

Vision has invested significantly in leisure facilities during 2022/23, with aging facilities requiring greater upkeep to ensure the customer experience is always of a high standard. Key investments include:

- ◆ Full replacement of long jump and pole vault run-ups at Ashton Playing Fields.
- ◆ Redbridge Cycling Centre track repairs.
- ◆ Repainting of Fullwell Cross Spa and Gym.
- ◆ Loxford Beach Volleyball court repairs.
- ◆ Re-marking and repair of Cricklefields track.
- ◆ Installation of LED floodlights at Cricklefields.

Wanstead Leisure Centre and Fullwell Cross completed Association of Public Service Excellence returns for 2021/22, and during this period Wanstead was consistently in the top quartile across the majority of indicators for a dual use facility. This included for Wanstead 1<sup>st</sup> for subsidy per visit, subsidy per opening hour and net cost per head of population.

The Sport and Leisure service underwent a staff re-structure that included the appointment of a Leisure Area Manager to support the Head of Leisure Facilities and focus on operations at Ashton Playing Fields, Mayfield, Loxford, South Woodford, Wanstead and Woodford Green Gym Leisure Centres. Fullwell Cross and Mayfield had QUEST audits during 2022/23, with both sites having a full two-day audit and scoring Very Good and Good respectively. Safeguarding, engaging with clubs and contribution to Health and Wellbeing modules scored Excellent, with Health and Safety and Lifeguarding scoring Very Good across both sites. 2023 Quest assessments have been booked in with both facilities aiming to increase their scores from 2022.

Working in partnership with the Council and the Lawn Tennis Association (LTA) the LTA invested over £600,000. Vision has supported the development and modernisation of 30 tennis courts, in 10 parks across the Borough all bookable and chargeable. The investment will include repainting and binding the court surfaces, repairing nets, posts, fencing and the installation of access-controlled entry gates with an online booking system. The project will also include a tennis coaching programme.





## FUTURE PLANS

Our Future Plans for the 2023/24 financial year and beyond will be focused on service and facility developments. Of particular note corporately:

- ◆ The continuous development of the Vision website and functionality, investigating options for the seamless integration of event ticketing beyond our existing Theatre box office solution.
- ◆ Strengthening the Vision brand and ensuring more consistency in brand application and marketing materials across the Trust, increase internal graphic design capacity.
- ◆ The installation of new signage and improving the external look and feel of Hawkey Hall; refreshing Town Hall marketing following
- ◆ Delivering the restructure of the Library Development Team and recruiting to new, vacant posts.
- ◆ Investigation external funding opportunities for investment in Library and Cultural Facilities.
- ◆ Introducing a new customer feedback and satisfaction portal to strengthen our customer engagement processes across facilities, including parks and open spaces.
- ◆ The launch of our new Sustainability Strategy and Action Plan, embedding the principles across the organisation.
- ◆ Review the changes to library opening hours to ensure the changes implemented in 2022/23 meet demand, within the available funding.
- ◆ Launching a new Equality, Diversity and Inclusion Strategy for Vision.



- ◆ Developing Redbridge Creates Theatre Company productions as touring shows and commercial productions.
- ◆ The implementation of a new Music Service Management System for academic year 2023/24.
- ◆ At Hainault Forest, capital works will conclude in the summer of 2023, with the barn complex opening in April 2023 and the public realm, play space and farm later in the summer.
- ◆ At Hainault Forest, there are two Community Forest Rangers to develop and deliver the Forest Activity Plan up to 2025. This will include providing support in the development of the skylark protection zone for this ground nesting Schedule I protected species.
- ◆ Undertake more competitive exercises to utilise vacant parks buildings to generate commercial income.
- ◆ To continue to develop our commercial grounds maintenance service and build stronger relationships with schools in the borough.
- ◆ To further develop the project to improve cricket facilities within our parks and open spaces.
- ◆ To work in partnership with the London Borough of Redbridge to develop the masterplan for Fairlop Waters Country Park and to continue to improve and develop ecology, existing use and the income optimisation of Fairlop Waters Country Park.
- ◆ To develop our events programme in parks and encourage more people to come to the borough to enjoy both community and commercial events.
- ◆ To identify new event spaces for commercial hires to increase income opportunities.
- ◆ To work with the England Cricket Board and Essex Cricket to develop Hainault Recreation Ground as a sports hub for football and cricket for future generations looking at sustainable playing surfaces.
- ◆ To relaunch functions within the Lakeside Suite at Fairlop Waters, re-establishing it as a popular location for social events as well as corporate bookings.
- ◆ To continue to support the Our Parks initiative and facilitate Action Days through a sustainable model utilising Park Stakeholder ingenuity and direction.
- ◆ To develop our food and beverage offer across Hainault Forest, Fairlop Waters and The Green Café.



- ◆ To develop our events programme at Hainault Forest and Fairlop Waters.
- ◆ To continue to develop borough-wide Grow Zones for wildlife focused managed sites in Redbridge, including highway verges.
- ◆ To continue to work along the River Roding to deliver the Riverfly monitoring and the eel trapping programmes with Zoological Society London.
- ◆ To continue to work with Butterfly Conservation and their Big City Butterflies Project (funded by the National Lottery Heritage Fund). Proposed project areas include Claybury Park, Elmhurst Gardens and Valentines Park, working closely with local communities and volunteers.
- ◆ To develop and deliver a moth trapping monitoring programme at Ray Park and Valentines Park walled Gardens. To deliver on the butterfly transect monitoring surveys at Claybury Park.
- ◆ To install three new Wildlife ponds at Wanstead Park Road Allotments specifically for the Common Toad.
- ◆ To create four new Wildflower areas within Valentines Park to add to the visitor attraction and provide an additional food source for Invertebrate species such as Bees and Butterflies.
- ◆ To enhance the planting in the Walled Kitchen Garden with two new walled trained Peach trees and new underplanting.
- ◆ The restoration of the American Gardens in the Historic Core of Valentines.
- ◆ In partnership with Butterfly Conservation, the planting of eight additional Elm trees to encourage Hairstreak Butterflies in Valentines.
- ◆ Developing relationships with bowls clubs in Redbridge and building a relationship with Bowls England on how the sport and facilities can be developed in the borough.
- ◆ Aim to maintain and strengthen relationships with potential and existing community partners by supporting them when possible.
- ◆ Draft a Fairlop Waters community engagement plan, including an anti-litter campaign.
- ◆ Host a National League Athletics Meeting at Ashton Playing Fields in July 2023.





- ◆ Refurbish Fullwell Cross Leisure Centre Changing rooms, with Vision funding locker replacements and Redbridge Council providing capital to refurbish other areas to be determined.
- ◆ Host an Ilford Athletics Club Centenary event at Cricklefields Stadium.
- ◆ Grow the LBR Swim Club to 200 live members and have swimmers in regional galas.
- ◆ To work with London Borough of Redbridge on the refurbishment and development of the new Wanstead Leisure Centre pool.
- ◆ Refurbish the Fullwell Cross Spa changing room showers and toilet facilities.
- ◆ Agree new leases for the Ashton Playing Fields Nursery and After School Club.
- ◆ Replace the Fullwell Cross Studio 1 and Sam Ryan Room floors.
- ◆ Introduce ANPR parking at Ashton Playing Fields in May 2023 and potentially Wanstead Leisure Centre.
- ◆ Fullwell Cross and Mayfield Leisure Centres to complete Quest re-accreditation.
- ◆ Fairlop Outdoor Activity Centre to host kayaking and canoeing for London Youth Games Events in June 2023.
- ◆ Support Sky Run High Ropes and Fireball Beach Volleyball towards a successful year.
- ◆ Exercise-on-Referral to trial the introduction of Tech Wear to support newly diabetic patients on the programme to monitor activity levels to explore the use of technology and whether it supports positive behavioural change.
- ◆ Developing and delivering the 'Health Parks' programme.
- ◆ Development of an affordable tennis coaching programme for adults and children in partnership with the Lawn Tennis Association (LTA).
- ◆ To deliver a programme of activities and events for Ukrainian families.
- ◆ To implement a comprehensive externally delivered governance review.
- ◆ Develop an Equality, Diversity and Inclusivity strategy.



## ENVIRONMENT RESPONSIBILITY & SUSTAINABILITY

Over the past year Vision has been working hard to develop a Sustainability Strategy to begin our journey to becoming more environmentally sustainable. This has involved our staff, customers and suppliers to develop our Vision and Commitments, as well as detailed analysis of our use of energy and other resources and our overall impact on the environment and on our communities. The Strategy and its Action Plan will be launched in 2023.

For the year 2022-23 our baseline carbon footprint for the fuel and energy that we directly use in our operations has been calculated at 2,640 tonnes. Our Ambition is to reach Net Zero by at least 2050 and our Vision is:

*To become a more sustainable organisation, protect and enhance the health of our communities, the natural world, people and the future generations of Redbridge*

Our Sustainability Strategy and Action Plan will be designed to help us achieve this. We have identified five action plan priorities, with decision making and policy and practice at their centre. We will reduce our carbon footprint and our use of energy and other resources such as water, paper, plastic, food and equipment, and encourage reuse and recycling as well as supporting health and wellbeing, biodiversity and wildlife. The Council is reporting Vision's leased assets under their Scope 3 carbon reporting regime. We will use our position within communities to raise awareness about environmental sustainability and our progress will be reported in our Annual Report.





## FINANCIAL REVIEW 2022/23

For the financial year ended 31st March 2023, the Management Fee received from the Council continues to be a key, but diminishing, source of funding for Vision. The total Management Fee received in 2022/23 was £8,655,000; this was £405,000 less than the previous year, after the delivery of agreed savings and an inflation increase based on CPI of 3.1%. This trend of driving service efficiencies and income generation is set to continue due to associated financial challenges for local authorities. However, given the high level of inflation and CPI, the Management Fee will increase by 10.1% in 2023/24.

The total customer income generated from Direct Services in 2022/23 was £10,229,000. This was a significant increase from the previous year which generated £8,984,000. The increased income is attributable to a return to pre-covid levels with a significant growth in membership income, Theatre and Halls income. However, the cost-of-service delivery is a major challenge for the industry in the face of rising inflation and cost of living crisis.

The revised Funding & Management Agreement has notably de-risked the Vision Local Government Pension Scheme (LGPS) position as any pension deficit is now matched by an equivalent asset.

## STATEMENT OF FINANCIAL ACTIVITIES (SOFA)

An overall net deficit of £770,000 has been recorded for 2022/23 within the Unrestricted (General) Funds after a contribution of £188,000 was made from Vision Reserves to cater to the rising cost of maintenance, repairs, and renewals. This has resulted in a decrease in the General Fund Reserve from £1,286,000 to £516,000.

The Charity continues to face several ongoing cost pressures relating to the costs of supplies and services, maintenance contracts as well as all building related work. There are also escalating salary costs and a significant increase of costs for the small number of facilities that are not in the fixed price utility contract.

Vision and Redbridge Council has reached agreement to fully fund the National Living Wage costs and the transition to the London Living Wage in 2023/24. In practical terms all Vision staff currently being paid £10.48 will be paid £11.95 from the 1<sup>st</sup> October 2023 and the Council will also fully fund any further increase in 2023/24 with Vision then becoming solely responsible for any increases from 2024/25.

## THE MEDIUM-TERM FINANCIAL PLAN

The Trustees have further considered the Charity's budget plans and income projection scenarios and there is confidence that with controlled expenditure and a proactive approach to income generation, a positive outcome will be achieved in 2023/24 and beyond, and that the Charity will be able to meet all debts as they fall due. Following this prudent approach throughout the year and the cautious approach into the next 12 months, it is the Trustees' view that the Charity is able to continue as a going concern.

## PRINCIPAL RISKS

Trustees are responsible for identifying the significant strategic and operational risks to which Vision is exposed and for reviewing the systems in place to mitigate those risks. Following our established Risk Management arrangements, the Risk Register is presented to Trustees on a six-monthly basis, enabling them to retain focus on the key strategic risks that the Trust faces. The new Medium-Term Financial Plan and Budget Strategy along with the Risk Register will address all of the risks faced by the Trust outlined below.

The principal risks currently faced by the Trust are:





## INFLATION

Inflation is currently at its highest in decades, and now that the Vision management fee is linked to CPI, April 2023 will see an unprecedented 10.1% increase. Whilst this is welcomed as there is an inflation lag on salaries, supplies, and services in particular that saw a deficit in 2022/3 of £770,000, there continues to be financial pressures linked to the cost-of-living crisis. The national and global economic situation, along with the war in Ukraine, recovery from the pandemic, spiralling salary demands and utility costs, are having an unpredicted and fundamental effect on Vision. Because a significant number of Vision services are funded outside of the management fee, there is an additional need to increase income to fund inflationary pressures. This will be achieved by a proactive approach to income generation with a realistic projection of an additional £750,000, alongside highly controlled expenditure across the organisation and flexibly responding to market prices, particularly in high cost areas such as utilities, supplies and services.

## LBR FINANCES

The background to the Redbridge Council Budget Strategy is the continued significant ongoing cuts in Government funding faced by the Council. There is funding uncertainty beyond the current financial year, although a three-year review has set the total funding available to local government. The updated Medium Term Financial Strategy for Redbridge, as reported to Cabinet in July 2022 and amended in February 2023, forecasts a cumulative budget gap of £79m over the five-year period to 2027/28. Vision has been in active discussions with Council senior leaders and has presented tangible, deliverable savings options that all require the cessation of management fee funded facilities or services.

## INCOME STREAMS

Income against expenditure will continue to be subject to close scrutiny across all areas. This will include responding to customer feedback in order to remain competitive in the market, specifically looking at the financial pressure to maintain and develop income streams from Swimming and Fitness, currently projected in the MTFP budget strategy at over £400,000, in the context of limited resources and a changing UK health and fitness sector.

## STAFF COSTS, RECRUITMENT AND RETENTION.

The building pressure on staffing costs, especially amongst lower paid staff and the Council's formal commitment to funding the London Living Wage. In order to offset some of these escalating costs, the charity will continue to focus on retaining existing staff in order to reduce recruitment expenditure. This will be achieved by striving to be a competitive and attractive employer, offering a wide range of benefits, as well as training and development opportunities.



## THE REDBRIDGE RELATIONSHIP

A new Funding and Management Agreement with Redbridge Council was signed in May 2021. This is a five-year agreement until 31<sup>st</sup> March 2026. Initial discussions are underway with senior Council Officers and politicians to look at the contracting options post 2026.

## LOCAL GOVERNMENT PENSION SCHEME

The principal risk to the Trust relating to the Local Government Pension Scheme has been fully mitigated against and a number of other key provisions of the previous agreement have been clarified to the satisfaction of the Vision Legal team and Trustees, including means of indexation of the management fee and a formal mechanism to change the services that Vision provides if required by either party.

## MEDIUM-TERM FINANCIAL PLAN

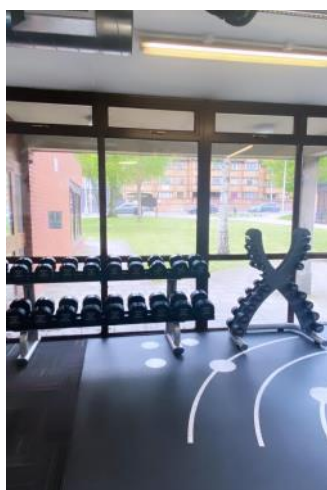
The Charity continues to face a number of ongoing cost pressures as well as uncertainties around the pace of recovery from Covid, particularly in the Leisure Centres, Theatre and Halls. Vision and Redbridge Council have agreed a position to fully fund National Living Wage costs and the transition to the London Living Wage in 2023/24.

The Medium-Term Financial Plan has been managed carefully and as a consequence of Covid and the uncertainty of income streams a new iteration that reflects the risks above will be presented to board in September 2023.

The Trustees have further considered the Charity's budget plans and income projection scenarios and there is confidence that with controlled expenditure and a proactive approach to income generation, a positive outcome will be achieved in 2022/23 and beyond, and that the Charity will be able to meet all debts as they fall due. Following this prudent approach throughout the year and the cautious approach into the next 12 months, it is the Trustees' view that the Charity is able to continue as a going concern.

## ASSET MANAGEMENT

Protecting and maintaining the property and equipment portfolio within the terms of the Council contract remains a challenge. The annual "Maintenance, Repairs & Renewals" (MRR) allocation within the Management Fee is restricted for these purposes. This level of funding available remains a challenge with an ageing property and asset portfolio, but equally the potential impact on existing and future income streams is a key consideration as maintaining facilities that residents want to use is essential in attracting and retaining customers.





## BALANCE SHEET

The Net Assets held as of the 31st of March 2023 is £1,348 million. The decrease is the result of a £770,000 net drawdown on general funds and a net movement in restricted funds of £740,000.

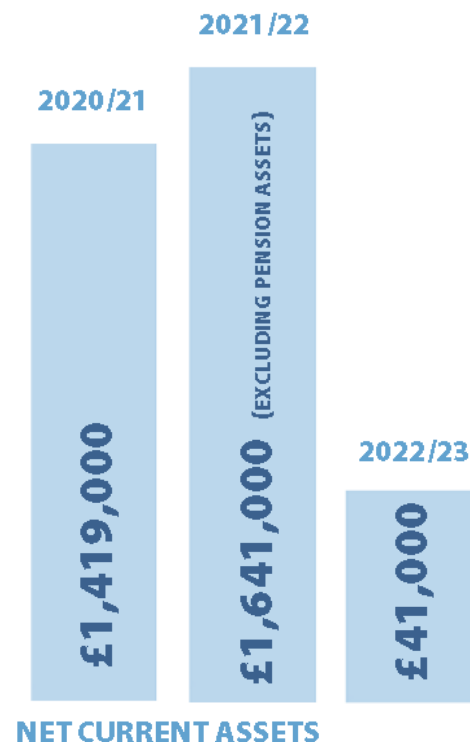
The five-year contract with the London Borough of Redbridge includes a guarantee for the pension liability which allows Vision to recognise an asset to offset any pension deficit, removing the risk of the pension liability from Vision's books.

There has been a decrease of £1,600,000 in real terms in Net Current Assets (£1,641,000 in 2021/22 to £41,000 in 2022/23). The current ratio has decreased to 1.0 compared to 1.6 in 2021/22.

Under the terms of the Funding and Management Agreement, the two critical risks to Vision of an increase in the employer contribution rate and an exit payment have been addressed and the Council will reimburse Vision for both. The Local Government Pension Scheme (LGPS) liability has been offset by an asset due from the Council.

## RESERVES POLICY

The Reserves Policy was reviewed by the Audit Committee in September 2022, and it was decided to increase the Reserve policy from £750,000 to £1,000,000 and to build towards creating a designated fund of £250,000 to fund all associated costs relating to bidding for the Contract in 2026. Board agreed the change in reserve policy in September 2022. Although Vision and the wider industry face unprecedented pressures, the position of the Board has not changed towards this target in 2026.



## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the Directors of Vision Redbridge Culture & Leisure for the purposes of company law) are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (UKGAAP), in particular FRS 102.

The Companies Act 2006 requires Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, for that year.

In preparing these financial statements, Trustees are required to:

- ◆ Select suitable accounting policies and then apply them consistently.
- ◆ Make judgements and estimates that are reasonable and prudent; and
- ◆ Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Trust will continue in business.

Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Trust and ensuring that the Financial Statements comply with the Companies Act 2006. They are also responsible for the safeguarding of assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- ◆ There is no relevant audit information of which the Trust's auditors are unaware; and
- ◆ The Trustees have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of corporate and financial information on the Trust's website. UK legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the Board of Trustees:



**Martin Solder**  
Trustee



**Catherine Rowan**  
Trustee

The Trustees' report, including the Strategic Report, was approved by the Board on the 14th September 2023.



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF VISION REDBRIDGE CULTURE & LEISURE

## OPINION

We have audited the financial statements of Vision Redbridge Culture & Leisure ('the company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ♦ give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- ♦ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ♦ have been prepared in accordance with the requirements of the Companies Act 2006.

## BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## OTHER INFORMATION

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.



## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 48, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- ◆ Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- ◆ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## EXPLANATION AS TO WHAT EXTENT THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- ◆ We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- ◆ We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- ◆ We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- ◆ We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- ◆ Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

## USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

10 October 2023

**Date:**

**Andrew Stickland** (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor  
6th Floor  
9 Appold Street  
London  
EC2A 2AP



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# FINANCIAL STATEMENTS

**Statement of Financial Activities Including Income and Expenditure Account**  
**-Year ended 31ST MARCH 2023**

		Unrestricted Funds		Restricted Funds	Total	Total
	Note	General Funds	Designated Funds		2022/23	2021/22
		£000's	£000's	£000's	£000's	£000's
<b><u>Income and endowments from:</u></b>						
Charitable Activities						
• Direct Services Income	2	10,229	-	-	10,229	8,984
• Grants and Contributions		-	-	1,786	1,786	3,618
• Management Fee		7,548	-	1,107	8,655	9,060
• Other Income		617	-	-	617	9,695
<b>Total</b>		<b>18,394</b>	<b>-</b>	<b>2,893</b>	<b>21,287</b>	<b>31,357</b>
<b><u>Expenditure on:</u></b>						
Charitable Activities						
• Culture and Libraries		6,585	-	3,451	10,036	10,705
• Parks and Open Spaces		5,460	-	944	6,404	4,829
• Sport and Leisure		5,303	-	1,054	6,357	6,679
<b>Total</b>	3	<b>17,348</b>	<b>-</b>	<b>5,449</b>	<b>22,797</b>	<b>22,213</b>
<b>Net Income/(Expenditure) before Transfers</b>		1,046	-	(2,556)	(1,510)	9,144
<b>Transfers between funds</b>	17,18	(1,816)	-	1,816	-	-
<b>Net Income/(Expenditure) after Transfers</b>		<b>(770)</b>	<b>-</b>	<b>(740)</b>	<b>(1,510)</b>	<b>9,144</b>
<b><u>Other Recognised Gains/Losses</u></b>						
Actuarial (Losses)/Gains on Defined Benefit Pension Schemes	16	-	-	-	-	4,005
<b>Net Movement in Funds</b>		<b>(770)</b>	<b>-</b>	<b>(740)</b>	<b>(1,510)</b>	<b>13,149</b>
<b><u>Reconciliation of Funds</u></b>						
<b>Total Funds Brought Forward</b>	19	1,286	-	1,572	2,858	(10,291)
<b>Total Funds c/fwd</b>		<b>516</b>	<b>-</b>	<b>832</b>	<b>1,348</b>	<b>2,858</b>

## **Balance sheet - (AS AT 31ST MARCH 2023)**

		<b>31st March 2023</b>		<b>31st March 2022</b>	
	<b>Note</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Fixed Assets</b>					
Tangible Fixed Assets	<b>12</b>		<b>1,307</b>		1,217
<b>Current Assets</b>					
Pension	<b>16</b>	-		9,586	
Stock		<b>29</b>		25	
Debtors/ Prepayments	<b>14</b>	<b>1,482</b>		2,065	
Cash at Bank and in Hand		<b>803</b>		2,303	
<b>Total Current Assets</b>		<b>2,314</b>		13,979	
<b>Liabilities</b>					
Creditors: Amounts Falling Due Within One Year	<b>15</b>	<b>2,273</b>		2,752	
<b>Net Current Assets</b>			<b>41</b>		11,227
<b>Total Assets Less Current Liabilities</b>			<b>1348</b>		12,444
Provision for Liabilities: Defined Benefit Pension Scheme	<b>16</b>	-		(9,586)	
<b>Net Assets</b>			<b>1,348</b>		2,858
<b>The Funds of the Charity</b>					
General Fund	<b>17</b>		<b>516</b>		1,286
Designated Funds	<b>17</b>		-		-
Designated Pension Reserve	<b>17</b>				
Restricted Funds	<b>18</b>		<b>832</b>		1,572
			<b>1,348</b>		2,858

The Financial Statements were approved by the Board of Trustees and authorised for issue on the 14<sup>th</sup> September 2023 and signed on their behalf by:



**Martin Solder**  
**Trustee**



**Catherine Rowan**  
**Trustee**



## **Cash Flow Statement - (YEAR END 31ST MARCH 2023)**

	<b>2022/23</b>	2021/22
	<b>£000's</b>	£000's
<b>Cash Flow from Operating Activities</b>	(863)	(447)
<b>Cash Flow from Investing Activities</b>		
• Interest Received	10	
• Capital expenditure	(647)	(613)
<b>Increase (Decrease) in Cash in Year</b>	<b>(1,500)</b>	<b>(1,060)</b>

### **Note i - Reconciliation of Cash Flow from Operating Activities**

Net Incoming Resources after Transfers	<b>(1,510)</b>	9,143
Defined Benefit Pension Charge	-	1,600
Defined Benefit Pension Contributions Paid	-	(748)
Interest Received	<b>(10)</b>	-
Decrease (Increase) in Stock	<b>(4)</b>	(25)
Decrease (Increase) in Debtors and Prepayments	<b>583</b>	(9,996)
Increase (Decrease) in Creditors	<b>(479)</b>	(846)
Depreciation	<b>557</b>	425
<b>Net Cash Flow from Operating Activities</b>	<b>(863)</b>	<b>(447)</b>

	<b>31st March</b>	<b>Movement</b>	<b>31st March</b>
	<b>2022</b>	<b>in Year</b>	<b>2023</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Note ii - Analysis of Cash and Cash Equivalents</b>			
Cash at Bank and In Hand	<b>69</b>	6	<b>75</b>
Short-Term Deposits	<b>2,234</b>	(1,506)	<b>728</b>
<b>Total</b>	<b>2,303</b>	<b>(1,500)</b>	<b>803</b>

	<b>2022/23</b>	2021/22
	<b>£000's</b>	£000's
<b>Note iii - Reconciliation of Cash Flow to Movement in Net Funds</b>		
Increase (Decrease) in Cash in the Year	<b>(1,500)</b>	(1,060)
Movement in Net Funds in the Year	<b>(1,500)</b>	(1,060)
Opening Net Funds as at 1st April	<b>2,303</b>	3,363
<b>Closing Net Funds as at 31st March</b>	<b>803</b>	2,303

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# NOTES TO THE FINANCIAL STATEMENTS

## **Notes to Financial Statements**

**(YEAR ENDED 31ST MARCH 2023)**

### **Note 1 - Accounting Policies**

#### **Basis of Accounting**

These Financial Statements have been prepared under the historical cost convention and in accordance with the Charities Statement of Recommended Practice (SORP) (FRS102) (effective from 1st January 2015), which is the applicable Financial Reporting Standard in the UK and Republic of Ireland and the Companies Act 2006. Vision is a Public Benefit Entity as defined by FRS102.

#### **Going Concern**

The trustees have assessed whether the use of the going concern basis is appropriate and have made this assessment in respect of a period of at least one year from the approval of these financial statements. Although, with the latest economic indicators, 2023/24 looks challenging with the cost of living crisis, operations have returned to pre-covid levels. The five year contract with the London Borough of Redbridge includes a guarantee for the pension liability which allows Vision to recognise an asset to offset any pension deficit. This together with the forecasts position indicates that the Charity will be able to settle its debts as they fall due for at least 12 months following approval of these financial statements. On this basis the trustees continue to adopt the going concern basis in the preparation of the financial statements.

#### **Estimates and Judgements**

In applying the Accounting Policies, judgements, estimates and other assumptions are required to be made regarding the carrying amount of assets and liabilities, where precise information is not available. Significant examples include the estimates and assumptions that underlie the Pensions data used within the Statements, whereby the professional services of a qualified actuary are commissioned.

The carrying values of Fixed Assets also rely on a number of assumptions, including the Useful Economic Life (UEL) of individual assets, with judgements based on historical experience. Actual results may differ from estimates.

Outstanding debt is reviewed annually for its collectability based on experience and specific intelligence, with adjustments made accordingly to a Bad Debt Provision, to determine the carrying value of Debtors on the Balance Sheet.

Estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the accounting period in which the estimate is revised where the revision only affects that period, or in the period of the revision and future periods where the revision affects both current and future periods.



## **Note 1 - Accounting Policies continued**

### **Income from Charitable Activities**

Income is received from three major sources:

#### **Direct Services Income**

This is income generated by the facilities managed by Vision in the form of fees and charges and are recognised as services delivered. All direct services income is credited to the Statement of Financial Activities on an accrual basis. Income for annual memberships is accounted for over the membership year, with amounts relating to future accounting periods being deferred and held on the Balance Sheet as Deferred Income.

#### **Management Fee**

An annual Management Fee is received from the London Borough of Redbridge comprising two components – “Restricted Funds” and “Unrestricted Funds”. Restricted Funds mainly relate to the Maintenance, Repairs and Renewals Fund (MRR), which is used for spending on assets used by the Trust, but remaining in the ownership of the London Borough of Redbridge.

#### **Grants and Other Contributions**

Grants and other contributions are recognised in full in the Statement of Financial Activities in the year in which they are received, or in the case of grants with associated eligibility criteria, in the year in which those criteria are satisfied. Where entitlement to grants receivable is dependant upon conditions within the charity’s control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions, recognition of the incoming resource is deferred.

#### **Expenditure on Charitable Activities**

Expenditure is accounted for in the Statement of Financial Activities on an accruals basis, being recognised in the year in which it is incurred.

Expenditure is incurred on the costs associated with the organisation’s charitable activities. Charitable activities expenditure can be further sub-divided as follows:

##### **Direct Services Expenditure**

Expenses incurred on the defined charitable purpose of the Trust, including staff costs attributable to the activity and management of the facilities.

##### **Grant Funded Activities**

Expenditure related to activities where the associated income has been received in the form of a grant.

##### **Other Expenditure**

Relates to support costs such as general administration, management and irrecoverable Value Added Tax (VAT).

##### **Allocation and Apportionment of Support Costs**

Support costs are allocated to operational services on a basis most consistent with the use of resources.

## **Note 1 - Accounting Policies continued**

### **Financial Instruments**

Vision only has financial assets and financial liabilities which are classified as "Basic Financial Instruments" under Section 11 of FRS102. The financial instruments – specifically Bank Deposits, Cash, Creditors and Debtors – are initially recognised at their transaction value and are subsequently measured at amortised cost, where applicable.

### **Tangible Fixed Assets**

The land and buildings at the centres managed by Vision are effectively leased as part of the contract with the Council, but the Council retains the ultimate risks and rewards of these assets. Accordingly, the access Vision has for these assets is to enable it to operate the activities and deliver the public services it is contracted to provide. Vision does not own these assets and therefore they are not recognised in the balance sheet. Where Vision incurs expenditure of a capital nature in relation to these buildings above the "De Minimis" level they are capitalised and depreciated to the end of the contract as set out below.

### **Vision Fixed Assets**

Tangible Fixed Assets are held for use in the supply of services and are expected to be used for more than one financial year. Expenditure on the acquisition, creation or enhancement of such assets is treated as capital provided that the future economic benefits or service potential will flow to Vision. Expenditure that maintains but does not add to an assets potential (i.e. repairs and maintenance) is charged as an expense as it is incurred.

Expenditure which meets the definition of capital, but falls below a pre-set minimum level in value (the "De Minimis" level), is charged as an expense in the year it is incurred. The De Minimis level for Vision is £7000. Tangible Fixed Assets are stated at cost (including Irrecoverable VAT, net of Depreciation and any provision for Impairment). All assets accounted for by Vision are directly owned by the Trust.

#### **• Depreciation**

Depreciation is provided on all Tangible Fixed Assets based on the 'straight line' method over their Estimated Useful Life (EUL), with no charge made in the year of acquisition, but with a full charge made in the year of disposal. Annual Depreciation charges are as follows.

<b>Asset Type</b>	<b>Annual Depreciation Charge</b>
<b>Building works</b>	pro rata to the end of the current contract*
<b>Equipment and Motor Vehicles</b>	20 to 33.3% per annum
<b>Furniture</b>	10% per annum
<b>Refurbishments &amp; Fittings</b>	20% per annum

## **Note 1 - Accounting Policies continued**

### **• Depreciation cont**

- \*. Annual Depreciation charges ensure such Assets are fully depreciated upon the expiry of the management agreement.*
- \*. Assets belonging to Vision: depreciation will be charged according to the estimated useful life of the asset*
- \*. Assets belonging to The London Borough of Redbridge: depreciation will be charged to the end of the contract i.e end of 2026*

Tangible Fixed Assets, including fully depreciated assets, will continue to be held on the Balance Sheet until such time that they are abandoned, scrapped or sold, at which point they will be written out, with any balance being charged as a revenue expense.

### **• Impairment**

Impairment reviews are carried out where there is an indication that the recoverable amount of a Tangible Fixed Asset may be lower than its Balance Sheet value, and (if confirmed) are written down to the recoverable amount.

### **Leased Assets**

Leases are classified as Finance leases unless they meet the criteria of an Operating lease. The characteristic of a Finance lease is that the lease arrangements transfer substantially all of the risks and rewards of ownership to the lessee.

Assets held on Finance leases are included within Fixed Assets on the Balance Sheet with a corresponding Creditor established for future lease payments. The asset is depreciated (with a corresponding charge to revenue) over the term of the lease. In addition, interest costs are charged directly to revenue. Operating lease payments are charged to the cost of service on a straight line basis over the term of the lease.

### **Stocks**

Stock is included on the Balance Sheet at the lower of cost or estimated selling price, less costs to complete and sell.

### **Pension Costs**

Employee members of the Local Government Pension Scheme (LGPS) that transferred from the London Borough of Redbridge to the Trust (under "TUPE" regulations) are entitled to remain within the scheme (or join if they have not already done so). The LGPS is a defined benefit scheme which is funded by both employee and employer contributions. An annual update (supplemented by a full triennial valuation) is provided by the scheme's actuary, which sets out Vision's share of the estimated assets and liabilities. In accordance with Financial Reporting Standard 102 (FRS102), annual movements are reflected in the Income and Expenditure Account with net balances reflected in the Balance Sheet.

A new Funding and Management Agreement with the Council was entered into in the year which includes a "pass through" approach in relation to the Local Government Pension Scheme. "Pass through" reflects the generally accepted market position in relation to LGPS and the associated risk for operators.

The position agreed between Vision Redbridge and the Council is summarised as follows:

- Any increases to the fixed Employer Contribution Rate will be met by Vision Redbridge but reimbursed by the Council.
- Any Exit Contribution will be met by Vision Redbridge but reimbursed by the Council.



## **Note 1 - Accounting Policies continued**

### **Pension Costs cont.**

- Vision Redbridge will remain responsible for any increases to the fixed Employer Contribution Rate or Exit Contribution if, and to the extent that, such increases relate directly to the commercial decisions of Vision Redbridge save where:
  - The Council agrees to meet these costs, at its discretion
  - The costs arise in relation to an agreed Change in Service
  - The costs arose in relation to implementation of a "Best Value Change"

The five year contract with the London Borough of Redbridge includes a guarantee for the pension liability which allows Vision to recognise an asset to offset any pension deficit.

In addition, Vision also has employees that are members of three other pension schemes as follows:

- **Teachers' Pension Scheme (TPS)**

A number of employees are members of the TPS, which is administered by the Department of Education. The scheme provides members with specified benefits upon their retirement and Vision contributes towards the associated costs alongside employee members. The scheme is technically a defined benefit scheme. However, the scheme is unfunded and it is not possible to determine – with sufficient accuracy for accounting purposes – Vision's share of the underlying financial position and performance. Consequently the TPS is accounted for on the same basis as a defined contribution scheme.

- **Friends Provident ("Stakeholder Pension")**

A small number of employees, who were not eligible for LGPS membership, were enrolled on a defined contribution scheme administered by Friends Provident. The cost of the associated retirement benefits is met through 'matched' employee and employer contributions. Following a change in legislation on workplace pensions which has seen the introduction of automatic enrolment, membership of the scheme has declined as has the option to transfer to a scheme administered by Friends Life.

- **Friends Life ("Group Pension Plan")**

Subject to an opt out clause (following automatic enrolment) and other qualifying criteria, existing employees not already in a pension scheme and new starters are systematically being enrolled into a defined contribution scheme administered by Friends Life. The cost of the associated retirement benefits is met through a combination of employee and employer contributions.

Employer contributions to the three defined contribution schemes described above are reflected in the Income and Expenditure Account only.

## **Fund Accounting**

The funds of the Trust fall into two main types:

- Unrestricted Funds are available to use to further the purposes of the Trust. Unrestricted Funds may be set aside to fund particular activities at the discretion of the Trust.
- Restricted Funds are held by the Trust for specific purposes, determined by the donor. The specified purposes are consistent with Vision's overall objectives.

## **Note 2 - Direct Services Income**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2022/23</b>	<b>Total 2021/22</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Culture and Libraries	3,229	-	3,229	3,091
Parks and Open Spaces	2,637	-	2,637	1,431
Sport and Leisure	4,363	-	4,363	4,462
<b>Total</b>	<b>10,229</b>	<b>-</b>	<b>10,229</b>	<b>8,984</b>

## **Note 3 – Resources Expended**

	<b>Direct Expenditure</b>	<b>Support Costs</b>	<b>Deferred Benefit Pension</b>	<b>Total 2022/23</b>	<b>Total 2021/22</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Unrestricted Expenditure</b>					
Culture and Libraries	6,091	494	-	6,585	6,764
Parks and Open Spaces	5,127	333	-	5,460	4,424
Sport and Leisure	5,079	224	-	5,303	5,871
<b>Sub Total</b>	<b>16,297</b>	<b>1,051</b>	<b>-</b>	<b>17,348</b>	<b>17,059</b>
<b>Restricted Expenditure</b>					
Culture and Libraries	3,451	-	-	3,451	4,021
Parks and Open Spaces	944	-	-	944	405
Sport and Leisure	1,054	-	-	1,054	808
Management & Support	-	-	-	-	(80)
<b>Sub Total</b>	<b>5,449</b>	<b>-</b>	<b>-</b>	<b>5,449</b>	<b>5,154</b>
<b>Total Resources Expended</b>	<b>21,747</b>	<b>1,051</b>	<b>-</b>	<b>22,798</b>	<b>22,213</b>

## **Note 4 - Support Costs**

	<b>Culture and Libraries</b>	<b>Parks and Open Spaces</b>	<b>Sport and Leisure</b>	<b>Total 2022/23</b>	Total 2021/22
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	£000's
ICT	295	107	60	<b>462</b>	481
HR and Payroll	37	31	30	<b>98</b>	99
Insurance	98	82	81	<b>261</b>	261
Cash Collection	4	4	3	<b>11</b>	16
Tree Surgery	-	59	-	<b>59</b>	59
MHR Payroll	21	17	17	<b>55</b>	56
Governance Cost	39	33	33	<b>105</b>	96
Management and Support	-	-	-	-	-
<b>Total</b>	<b>494</b>	<b>333</b>	<b>224</b>	<b>1,051</b>	1,068



**Note 5 - Statement of Financial Activities Including Income and Expenditure Account - (YEAR ENDED 31<sup>ST</sup> MARCH 2022)**

		Unrestricted Funds		Restricted Funds	Total	Restated
		General Funds	Designated Funds		2021/22	Total
	Note	£000's	£000's	£000's	£000's	2020/21 £000's
<b><u>Income and endowments from:</u></b>						
Charitable Activities						
• Direct Services Income	2	8,984	-	-	8,984	3,804
• Grants and Contributions		2,137	-	1,481	3,618	6,042
• Management Fee		7,920	-	1,140	9,060	9,320
• Other Income	11	109	9,586	-	9,695	108
<b>Total</b>		<b>19,150</b>	<b>9,586</b>	<b>2,621</b>	<b>31,357</b>	<b>19,274</b>
<b><u>Expenditure on:</u></b>						
Charitable Activities						
• Culture and Libraries		6,223	541	3,941	10,705	9,247
• Parks and Open Spaces		4,191	233	405	4,829	4,260
• Sport and Leisure		5,793	78	808	6,679	5,297
<b>Total</b>	3	<b>16,207</b>	<b>852</b>	<b>5,154</b>	<b>22,213</b>	<b>18,804</b>
<b>Net Income/(Expenditure) before Transfers</b>		<b>2,943</b>	<b>8,734</b>	<b>(2,533)</b>	<b>9,144</b>	<b>470</b>
<b>Transfers between funds</b>	17,18	(2,564)	-	2,564	-	-
<b>Net Income/(Expenditure) after Transfers</b>		<b>379</b>	<b>8,734</b>	<b>31</b>	<b>9,144</b>	<b>470</b>
<b><u>Other Recognised Gains/Losses</u></b>						
Actuarial (Losses)/Gains on Defined Benefit Pension Schemes	16	-	4,005	-	4,005	(3,903)
<b>Net Movement in Funds</b>		<b>379</b>	<b>12,739</b>	<b>31</b>	<b>13,149</b>	<b>(3,433)</b>
<b><u>Reconciliation of Funds</u></b>						
<b>Total Funds Brought Forward</b>	19	907	(12,739)	1,541	(10,291)	(6,858)
<b>Total Funds c/fwd</b>		<b>1,286</b>	<b>-</b>	<b>1,572</b>	<b>2,858</b>	<b>(10,291)</b>

## **Note 5 - Statement of Financial Activities Including Income and Expenditure continued**

**(YEAR ENDED 31ST MARCH 2022)**

### **Direct Services Income**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2021/22</b>	<b>Total 2021/22</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Culture and Libraries	3,091	-	3,091	1,820
Parks and Open Spaces	1,431	-	1,431	1,065
Sport and Leisure	4,462	-	4,462	919
<b>Total</b>	<b>8,984</b>	<b>-</b>	<b>8,984</b>	<b>3,804</b>

### **Resources Expended**

	<b>Direct Expenditure</b>	<b>Support Costs</b>	<b>Deferred Benefit Pension</b>	<b>Total 2021/22</b>	<b>Total 2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Unrestricted Expenditure</b>					
Culture and Libraries	5,620	603	541	6,764	6,216
Parks and Open Spaces	3,940	251	233	4,424	3,937
Sport and Leisure	5,579	214	78	5,871	4,936
<b>Sub Total</b>	<b>15,139</b>	<b>1,068</b>	<b>852</b>	<b>17,059</b>	<b>15,089</b>
<b>Restricted Expenditure</b>					
Culture and Libraries	4,021	-	-	4,021	3,031
Parks and Open Spaces	405	-	-	405	323
Sport and Leisure	808	-	-	808	361
Management & Support	(80)	-	-	(80)	-
<b>Sub Total</b>	<b>5,154</b>	<b>-</b>	<b>-</b>	<b>5,154</b>	<b>3,715</b>
<b>Total Resources Expended</b>	<b>20,293</b>	<b>1,068</b>	<b>852</b>	<b>22,213</b>	<b>18,804</b>

## **Note 5 - Statement of Financial Activities Including Income and Expenditure continued**

### **Support Costs**

	<b>Culture and Libraries</b>	<b>Parks and Open Spaces</b>	<b>Sport and Leisure</b>	<b>Total 2022/23</b>	<b>Total 2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
ICT	395	54	32	<b>481</b>	400
HR and Payroll	39	26	34	<b>99</b>	98
Insurance	105	68	88	<b>261</b>	266
Cash Collection	7	4	5	<b>16</b>	13
Tree Surgery	-	59	-	<b>59</b>	59
MHR Payroll	22	15	19	<b>56</b>	58
Governance Cost	35	25	36	<b>96</b>	91
Management and Support	-	-	-	-	-
<b>Total</b>	<b>603</b>	<b>251</b>	<b>214</b>	<b>1,068</b>	985

## **Note 6 - Grants Paid**

<b>Organisations</b>	<b>2022/23 £000's</b>	<b>2021/22 £000's</b>
Community Centres	39	35
Arts	42	15
<b>Total</b>	<b>81</b>	50

## **Note 7 - Auditor Remuneration**

	<b>2022/23 £000's</b>	<b>2021/22 £000's</b>
Statutory Audit	34	33
Vat Advice	-	1
Arts Council Grant Audit	-	3
Audit fee in respect of prior year audit	14	8
<b>Total</b>	<b>48</b>	45



## **Note 8 – Trustees**

No Trustees (or any person connected with them) received remuneration in 22/23 (21/22 nil). No Trustee was reimbursed for travel expenses in 22/23 (21/22 £33.58)

## **Note 9 - Employees**

The average number of employees, including Full-Time Equivalents (FTEs), during the year was:

<b>Employee Numbers</b>	<b>2022/23</b>	<b>2022/23 FTE</b>	2021/22	2021/22 FTE
Culture and Libraries	252	149.95	242	142.35
Parks and Open Spaces	114	78.42	65	57.37
Sport and Leisure	266	97.60	287	94.02
Management and Support	14	13.40	15	12.40
	<b>646</b>	<b>339.37</b>	609	306.14

<b>Employee Costs</b>	2022/23	2021/22
	<b>£000's</b>	£000's
Wages and Salaries	10,327	9,296
National Insurance Contributions	845	713
LGPS Pension	563	1,600
Other Pension	395	370
Agency and Private Instructors	469	177
Redundancy	30	32
<b>Total</b>	<b>12,629</b>	12,188

The number of employees earning a salary of £60,000 or more (including benefits, but excluding pension contributions) was as follows:

	<b>2022/23</b>	2021/22
£60,000 to £69,999	2	1
£70,000 to £79,999	1	2
£80,000 to £89,999	1	-
£90,000 to £99,999	-	-
£100,000 to £109,999	-	-
£110,000 to £119,999	1	1
<b>Total</b>	<b>5</b>	4

## **Note 9 – Employees continued**

Total pension costs paid to these employees amounted to £83,114 (21/22: £77,191)

### **Remuneration of Key Management Personnel**

Total emoluments paid to the key management personnel (Chief Executive, Head of Culture & Libraries, Head of Parks & Open Spaces) totalled £376,891 in 2022/23 (£451,407 in 2021/22).

## **Note 10 - Taxation**

Vision is a **Registered Charity** and not liable for Corporation Tax on profits derived from its charitable activities under Paragraph 1 of Schedule 6 of the Finance Act 2010.

## **Note 11 - Related Party Transactions**

Trustees and employees are entitled to use the facilities managed by Vision at a discounted price, compared to members of the general public.

A limited number of employees are entitled to use certain leisure facilities managed by Vision free of charge provided that usage does not interfere with the activities and demands of fee paying members and the general public. Such arrangements are often of mutual benefit to both parties (e.g. free access to the swimming pool to maintain the fitness of lifeguards).

During the year, £4,020 was paid to, and Venue hire of £12,756 was received from, Frenford Clubs, a charity of which Martin Solder, the Chair of Trustees, is also a Trustee.

There are no other Related Party Transactions to report for 2022/23.

## **Note 12 - Tangible Fixed Assets**

	<b>Building Works</b>	<b>Plant &amp; Equip.</b>	<b>Gym Equip.</b>	<b>Office Equip.</b>	<b>Refurbs. &amp; Fittings</b>	<b>IT Equip.</b>	<b>Total</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Cost</b>							
At 1st April 2022	<b>465</b>	<b>1</b>	<b>187</b>	<b>-</b>	<b>2,011</b>	<b>605</b>	<b>3,269</b>
Additions in Year	-	-	-	9	590	48	647
Disposals in Year	-	-	-	-	-	-	-
<b>At 31st March 2023</b>	<b>465</b>	<b>1</b>	<b>187</b>	<b>9</b>	<b>2,601</b>	<b>653</b>	<b>3,916</b>
<b>Accumulated Depreciation</b>							
At 1st April 2022	<b>465</b>	<b>1</b>	<b>37</b>	<b>-</b>	<b>1,156</b>	<b>393</b>	<b>2,052</b>
Charge for the Year	-	-	37	2	373	145	557
Disposals in Year	-	-	-	-	-	-	-
<b>At 31st March 2023</b>	<b>465</b>	<b>1</b>	<b>74</b>	<b>2</b>	<b>1,529</b>	<b>538</b>	<b>2,609</b>
<b>Net Book Value</b>							
At 31st March 2022	-	-	<b>150</b>	-	<b>855</b>	<b>212</b>	<b>1,217</b>
<b>At 31st March 2023</b>	-	-	<b>113</b>	<b>7</b>	<b>1,072</b>	<b>115</b>	<b>1,307</b>



### **Note 13 - Investments**

Vision Redbridge Business Services Limited (a trading company) was incorporated on 20th May 2011. Vision Redbridge Culture and Leisure Limited is the sole shareholder, holding 100 Ordinary £1 shares. The Director Trustees of the Trust are the Directors of the trading company.

As at the 31st March 2023 the company was dormant, as defined by Company Law.

### **Note 14 - Debtors**

	<b>31<sup>st</sup> March 2023 £000's</b>	<b>31<sup>st</sup> March 2022 £000's</b>
Trade Debtors	856	1,036
Other Debtors	-	-
Provision of Bad and Doubtful Debt	(22)	(23)
Prepayments and Accruals	648	1,052
<b>Total</b>	<b>1,482</b>	<b>2,065</b>

### **Note 15 - Creditors: Amounts Due Within One Year**

	<b>31<sup>st</sup> March 2023 £000's</b>	<b>31<sup>st</sup> March 2022 £000's</b>
Trade Creditors	111	91
Tax and Social security	533	568
Accruals	1,292	1,796
Deferred income	337	297
<b>Total</b>	<b>2,273</b>	<b>2,752</b>

#### **Deferred Income Analysis**

	<b>2022/23 £000's</b>	<b>2021/22 £000's</b>
Balance April 1 <sup>st</sup>	<b>297</b>	<b>176</b>
Charged in Year	297	176
Deferred in Year	337	297
Balance March 31 <sup>st</sup>	<b>337</b>	<b>297</b>

## **Note 16 - Pension Costs**

### **Defined Benefit Scheme**

As part of the terms and conditions of employment under “TUPE” regulations, employees transferred from the London Borough of Redbridge (LBR) are entitled to remain within the Local Government Pension Scheme (LGPS). The Redbridge scheme is a funded final salary defined benefit scheme, which is administered by the Council in accordance with the LGPS Regulations.

It is possible to identify Vision’s share of the underlying assets and liabilities of the Redbridge Fund for the purposes of FRS102.

The assets of the LGPS are invested and managed independently of the Trust and employer contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. The most recent actuarial valuation reflected the position as at March 2020.

### **Active LGPS Members and Contribution Levels**

	<b>2022/23</b>	2021/22
Employer’s Contributions (£000’s)	563	748
Employer’s Contribution (%)	23.1	23.1
Number of Members	238	238

## **Note 16 - Pension Costs continued**

### **Reconciliation of Defined Benefit Obligation**

	<b>2022/23</b>	2021/22
	<b>£000's</b>	£000's
<b>Opening Defined Benefit Obligation</b>	<b>41,256</b>	42,857
Current Service Cost	1,142	1,339
Losses /(Gains) on Curtailments	-	-
Effect of Business Combinations and Disposals	-	-
Interest Cost	1,122	865
<b>Total Defined Benefit Recognised in SOFA</b>	<b>2,264</b>	2,204
Contribution by Members	152	162
Estimated Benefits Paid	(660)	(695)
<b>Re-measurements</b>		
Changes in Actuarial Assumptions	(16,292)	(3,346)
Other Experience	1,843	74
<b>Closing Defined Benefit Obligation</b>	<b>28,563</b>	41,256

### **Reconciliation of Plan Assets**

	<b>2022/23</b>	2021/22
	<b>£000's</b>	£000's
<b>Opening Fair Value of Employer Assets</b>	<b>31,670</b>	30,118
Interest Income	855	604
Effect of Business Combinations and Disposals	-	-
<b>Total Defined Benefit Recognised in SOFA</b>	<b>855</b>	604
Contribution by Members	152	162
Contributions by Employer	563	748
Benefits Paid	(660)	(695)
Other Experience	(502)	
<u>Re-Measurements</u>		
Return on Assets	(2,931)	733
<b>Closing Fair Value of Employer Assets</b>	<b>29,147</b>	31,670

## **Note 16 - Pension Costs continued**

### **Reconciliation of Total Cost of Defined Benefit Liability**

	<b>2022/23</b>	<b>2021/22</b>
	<b>£000's</b>	<b>£000's</b>
Current Service Cost	(1,026)	(1,228)
(Losses)/Gains on Curtailments	-	-
Effect of Business Combinations and Disposals	-	-
Net Interest	(267)	(261)
<b>Charge to Net (Income)/Expenditure</b>	<b>(1,293)</b>	<b>(1,489)</b>

#### **Re-Measurements**

Changes In Actuarial Assumptions	16,292	3,346
Other Experience	(2,345)	(74)
Return on Assets	(2,931)	733
<b>Total Re-Measurements</b>	<b>11,016</b>	<b>4,005</b>
Employers Contribution	<b>563</b>	748
Surplus or (Deficit) in Scheme	<b>9,607</b>	2,405
Opening Balance – Surplus/(Deficit)	(9,586)	(12,739)
<b>Closing Balance – Surplus/(Deficit)</b>	<b>584</b>	<b>(9,586)</b>

As the charity does not have an unconditional right to the surplus in the pension scheme it is recognised at nil value in accordance with FRS102

#### **Fair Value of Plan Assets – Values**

	<b>31st March 2023 £000's</b>	<b>31st March 2022 £000's</b>	<b>31st March 2021 £000's</b>	<b>31st March 2020 £000's</b>	<b>31st March 2019 £000's</b>
Equities	20,986 (72%)	22,803 (72%)	21,986 (73%)	16,079 (8%)	18,532 (70%)
Bonds	2,623 (7%)	2,850 (9%)	4,518 (15%)	5,202 (22%)	5,559 (21%)
Property	5,538 (21%)	6,017 (19%)	3,313 (11%)	2,128 (9%)	2,383 (9%)
Cash	- (0%)	- (0%)	301 (1%)	237 (1%)	-
<b>Total Fair Value of Plan Assets</b>	<b>29,147 (100%)</b>	<b>31,670 (100%)</b>	<b>30,118 (100%)</b>	<b>23,646 (100%)</b>	<b>26,474 (100%)</b>



## **Note 16 - Pension Costs continued**

### **Actuarial Assumptions**

	<b>31st March 2023 (%pa)</b>	31st March 2022 (%pa)
Pension Increases	3.00	3.20
Salary Increases	3.00	3.20
Discount Rate	4.75	2.70

### **Defined Contribution Schemes**

Vision contributes to three defined contribution schemes:

- **Teachers' Pension Scheme (TPS)**

The TPS which, although technically a defined benefit scheme, is accounted for as a defined contribution scheme. All TPS members are employed within the Music and Drama services. As at 31st March 2023 there were 56 employees in the TPS. ( 31<sup>st</sup> March 2022 there were 55 employees)

- **Friends Provident ("Stakeholder Pension")**

As at 31st March 2023, there was one employee with a Stakeholder Pension.

- **Friends Life ("Group Pension Plan")**

The continued application of "auto-enrolment" during the financial year has seen a growing number of employees taking out a Group Pension Plan through Aviva. As at 31<sup>st</sup> March 2023, 352 employees were Group Pension Plan holders. ( 31<sup>st</sup> March 2022 there were 328 employees)

The Employer Contributions paid into Defined Contribution Schemes during the year is summarised in the table below.

	<b>2022/23 £000's</b>	<b>2021/22 £000's</b>
Teachers' Pension Scheme (TPS)	242	247
Friends Provident	2	2
Aviva Group Pension	151	122

## **Note 17 - Unrestricted Funds**

Unrestricted Funds held by Vision are available to use for the general charitable purposes of the Trust. However, part of these may be "Designated" for particular future purposes. The movement in Unrestricted Funds during 2022/23 is set out as follows.

<b>Movement in Unrestricted Funds 2022/23</b>					
	<b>Balance 1st April 2022</b>	<b>Incoming Resources</b>	<b>Resources Expended</b>	<b>Transfers Between Funds</b>	<b>Balance 31st March 2023</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
General Fund	1,286	18,394	(17,348)	(1,816)	516
<b>Sub Total</b>	<b>1,286</b>	<b>18,394</b>	<b>(17,348)</b>	<b>(1,816)</b>	<b>516</b>
<b><u>Designated Funds</u></b>					
ICT	-	-	-	-	-
Transformation	-	-	-	-	-
Pension Fund Reserve	-	-	-	-	-
<b>Sub Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>1,286</b>	<b>18,394</b>	<b>(17,348)</b>	<b>(1,816)</b>	<b>516</b>

<b>Movement in Unrestricted Funds 2021/22</b>					
	<b>Restated Balance 1st April 2021</b>	<b>Incoming Resources</b>	<b>Resources Expended</b>	<b>Transfers Between Funds</b>	<b>Balance 31st March 2022</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
General Fund	907	19,149	(16,206)	(2,564)	1,286
<b>Sub Total</b>	<b>907</b>	<b>19,149</b>	<b>(16,206)</b>	<b>(2,564)</b>	<b>1,286</b>
<b><u>Designated Funds</u></b>					
ICT	-	-	-	-	-
Transformation	-	-	-	-	-
Pension Fund Reserve	(12,739)	4,005	(852)	9,586	-
<b>Sub Total</b>	<b>(12,739)</b>	<b>4,005</b>	<b>(852)</b>	<b>9,586</b>	<b>-</b>
<b>Total</b>	<b>(11,832)</b>	<b>23,154</b>	<b>(17,058)</b>	<b>7,022</b>	<b>1,286</b>

## **Note 18 - Restricted Funds**

Restricted Funds held by the Trust are only available to use for the purposes specified by the donor. Vision holds Restricted Funds in three categories:

- **Management Fee**

Funded by LBR through the main Management Fee, specifically:

- **Maintenance, Repairs & Renewals (MRR)**  
To be used solely for the maintenance, repair and renewal of LBR assets entrusted to Vision as part of the management contract for Culture and Leisure services in the Borough.
- **Exercise on Referral**  
To be used in accordance with a Service Level Agreement with the Redbridge Clinical Commissioning Group for the supply of relevant Sport & Health related services.
- **Redbridge Arts Grants**  
To be used to support community and voluntary sector arts activities.
- **Adult Activator**  
To support a post, specifically created to lead and co-ordinate an adult health programme on Redbridge housing estates.
- **Music Bursary Fund**  
To be used in support of music school pupils to advance their musical education beyond Redbridge Music School.
- **Cycle Quiet Ways**  
To extend the opening hours at Valentines Park – initially for two years – to allow access to the Cycle Quiet Way, linking Redbridge to other London boroughs. The grant is to fund additional staffing costs.
- **0-19 Health**  
To help fund and deliver an obesity strategy and action plan, and to develop physical activity provision for antenatal women.

- **Service Grants**

External grants, ring-fenced to support the Music and Drama services.

- **Other Grants**

Primarily external grants and contributions received outside the main Management Fee for Culture and Leisure related specified projects and initiatives in the fields of Arts, Events, Libraries, Museums, Parks, Sport and Health.

## **Note 18 - Restricted Funds continued**

The movement in Restricted Funds during 2022/23 is set out in the table below.

	<b>Movement in Restricted Funds</b>				
	<b>Balance 1<sup>st</sup> April 2022</b>	<b>Incoming Resources</b>	<b>Resources Expended</b>	<b>Transfers Between Funds</b>	<b>Balance 31<sup>st</sup> March 2023</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b><u>Management Fee</u></b>					
MRR Fund	-	1,107	(1,582)	481	6
Asset Plan (Restricted Reserve)	481	-	-	(481)	-
Exercise on Referral	9	234	(230)	-	13
Redbridge Arts Grants	94	2	(95)	-	1
CPP Redbridge		269	(66)	-	203
Adult Activator	7	-	-	-	7
Music Bursary Fund	62	-	(62)	-	-
Cycle Quiet Ways	46	-	(46)	-	-
0-19 Health	19	-	-	-	19
Alice White Legacy		16	(16)	-	-
Claybury Park Dowry	50	-	(29)	-	21
	<b>768</b>	<b>1,628</b>	<b>(2,126)</b>	<b>-</b>	<b>270</b>
<b><u>Service Grants</u></b>					
Drama ACE National Portfolio	-	66	(659)	593	-
Music Education Hub	-	487	(1,710)	1,223	-
	<b>-</b>	<b>553</b>	<b>(2,369)</b>	<b>1,816</b>	<b>-</b>
<b><u>Other (Grants)</u></b>					
Arts	27	1	-	-	28
ACE Culture Recovery Fund	75	-	(75)	-	-
Libraries	371	198	(243)	-	326
Music Services	47	-	(12)	-	35
Parks	74	239	(300)	-	13
Sport and Health	210	274	(324)	-	160
	<b>804</b>	<b>712</b>	<b>(954)</b>	<b>-</b>	<b>562</b>
<b>Total</b>	<b>1,572</b>	<b>2,893</b>	<b>(5,449)</b>	<b>1,816</b>	<b>832</b>



## **Note 18 - Restricted Funds continued**

	<b>Movement in Restricted Funds</b>				
	<b>Balance 1<sup>st</sup> April 2021</b>	<b>Incoming Resources</b>	<b>Resources Expended</b>	<b>Transfers Between Funds</b>	<b>Balance 31<sup>st</sup> March 2022</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b><u>Management Fee</u></b>					
MRR Fund	170	1,107	(1,279)	2	-
Asset Plan (Restricted Reserve)	483	-	-	(2)	481
Exercise on Referral	4	199	(194)	-	9
Redbridge Arts Grants	75	33	(14)	-	94
Adult Activator	9	-	(2)	-	7
Music Bursary Fund	62	-	-	-	62
Cycle Quiet Ways	46	-	-	-	46
0-19 Health	19	-	-	-	19
Alice White Legacy	-	-	-	-	-
Claybury Park Dowry	57	-	(7)	-	50
	<b>925</b>	<b>1,339</b>	<b>(1,496)</b>	<b>-</b>	<b>768</b>
<b><u>Service Grants</u></b>					
Drama ACE National Portfolio	-	65	(1,333)	1,268	-
Music Education Hub	-	488	(1,784)	1,296	-
	<b>-</b>	<b>553</b>	<b>(3,117)</b>	<b>2,564</b>	<b>-</b>
<b><u>Other (Grants)</u></b>					
Arts	7	20	-	-	27
ACE Culture Recovery Fund	185	191	(301)	-	75
Corporate	-	-	-	-	-
Libraries	192	267	(88)	-	371
Museum	-	-	-	-	-
Music Services	35	12	-	-	47
Parks	33	101	(60)	-	74
Sport and Health	164	138	(92)	-	210
	<b>616</b>	<b>729</b>	<b>(541)</b>	<b>-</b>	<b>804</b>
<b>Total</b>	<b>1,541</b>	<b>2,621</b>	<b>(5,154)</b>	<b>2,564</b>	<b>1,572</b>

## **Note 19 - Analysis of Net Assets Between Funds**

	<b>Unrestricted Funds</b>		<b>Restricted Funds</b>	<b>Total</b>
	<b>General</b>	<b>Designated</b>		
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Fund Balances at 31st March 2023 are represented by:</b>				
Tangible Assets ( Net book values)	-	-	1,307	1,307
Current Assets / (Liabilities)	516	-	(475)	41
Provisions	-	-	-	-
<b>Total</b>	<b>516</b>	<b>-</b>	<b>832</b>	<b>1,348</b>

<b>Fund Balances at 31st March 2022 were represented by:</b>				
Tangible Assets ( Net book values)	-	-	1,217	1,217
Current Assets / (Liabilities)	1,286	9,586	355	11,227
Provisions	-	(9,586)	-	(9,586)
<b>Total</b>	<b>1,286</b>	<b>-</b>	<b>1,572</b>	<b>2,858</b>

## **Note 20 - Lease Commitments**

Total payments of £136,132.87 relating to operating leases were made in 2022/23 (£120,837.90 2021/22). There are no Finance Leases. Outstanding commitments under non-cancellable Operating Leases at the end of the financial year were as follows:

	<b>31st March 2023</b>	<b>31st March 2022</b>
	<b>£000's</b>	<b>£000's</b>
Expiry Date:		
Within One Year	<b>71</b>	84
Between One and Five Years	<b>58</b>	105
<b>Total</b>	<b>129</b>	189

All leases relate to plant, equipment and vehicles. There are no leases relating to land and buildings.



Redbridge School Choral Festival 2023

Held at the Royal Albert Hall

Monday 13 March 2023



*Vision*