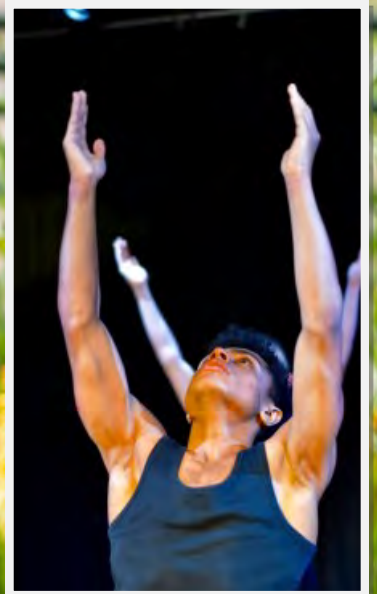
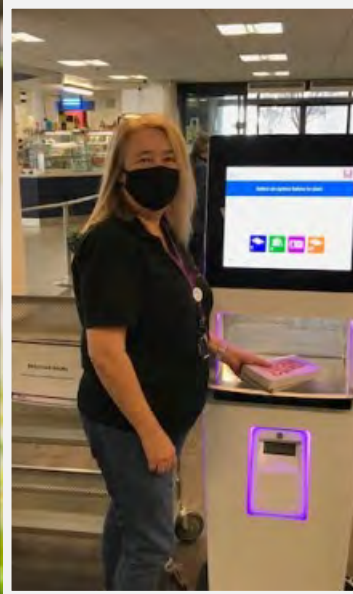
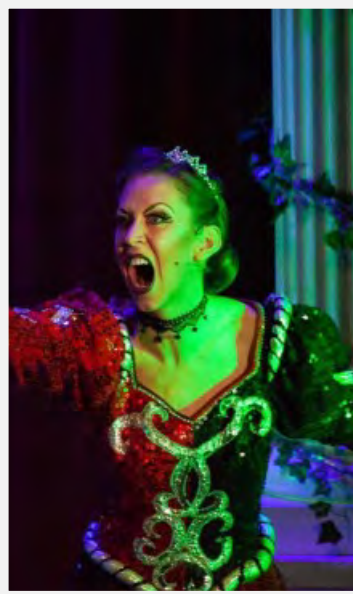


ANNUAL REPORT & FINANCIAL STATEMENTS 2020/21



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DIRECTOR TRUSTEES**Martin
Solder**

Chair

**Linda
Perham****Kevin
Pittman****Catherine
Rowan****Cllr. Sareena
Sanger****Cllr.
Dev Sharma****Brian Spinks****David
Thorogood****Cllr. Robin
Turbefield****Stephen
Wilks****Caroline
Ward****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 Office3rd 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
Devonshire House
60 Goswell Road
London EC1M 7AD**Solicitors**Winckworth Sherwood, Minerva House
5 Montague Close, London SE1 9BB

Welcome to our 2020/21 Annual Report and Financial Statements



A MESSAGE FROM OUR CHAIRMAN

As I write my statement to reflect on the last financial year, I do so with hope that a degree of normality is being restored and the roll out of vaccinations which Vision is proud to have assisted with will mean that the vast majority of the adult population will have had two injections by the end of the summer, and by autumn the majority of restrictions will have been lifted.

In every virtual board meeting we have discussed the unprecedented circumstances and the hopefully once in a lifetime experience we are all going through. Thankfully, although we have had staff hospitalised by Covid-19, none has been lost although tragically there are a number of colleagues who have lost friends and relatives.

Last year I paid particular tribute to the Parks team who worked throughout and have continued to do so. They have been formally recognised with an award from Redbridge Council and Trustees paid them all a small bonus in recognition of their commitment, hard work and dedication shown throughout. Our parks and open spaces throughout the year have seen levels of use estimated to be four times the norm.

Facilities and services have opened and closed throughout the year in line with all the guidelines; recovery has been slow because of the restrictions on numbers and capacities, but our staff have been committed to providing a safe environment for which customers and residents have expressed their thanks.

Early on in the pandemic, our Library Staff responded to a call to support the Council's telephone wellbeing service as "Community Connectors", calling vulnerable residents in the Borough to identify those in need of additional support with food, medication or other welfare needs. This role was at times quite emotionally and mentally challenging but a good match for the Team's skills and usual roles in libraries.

Our Cultural Teams responded enthusiastically and quickly in the move to online services and programming, with thousands of hours of lessons and content delivered remotely throughout the year. This not only helped to maintain modest income streams, but provided much needed stimulus, mental health and wellbeing support.

Vision has utilised all the Government support available, including furloughing in the peak over 400 staff, obtaining Business Rate support and closure grants, and deferring the payment of PAYE and VAT. We have applied for the Arts Council England Recovery Grant where we were successful in being awarded £547,565. This funding has been a lifeline in supporting our cultural services through the various restriction periods and the rapid transition to online delivery.

The funding has allowed us to invest in streaming equipment for the Kenneth More Theatre and Redbridge Drama Centre and a recovery programme across Theatre, Arts, Culture and Music. Vision, in partnership with the Council and Redbridge Sport & Leisure, applied successfully to the Sport England Leisure Facility Recovery Fund, with Vision being awarded £436,000.

Despite a loss of customer income of £4.6m, all of the external funding and the very prudent spending throughout the year along, with the very positive support of the Council, has resulted in a year end surplus of £178,000. This was not expected at the start of the year and provides more stable foundations as we enter a new financial year, still under significant Covid-19 restrictions. Trustees and I have been fully appraised of all aspects of the financial position of services and facilities as it emerged in our virtual meetings.

I must give my specific thanks to the Senior Management Team, the Finance Team and Human Resources who have navigated us through very tricky administrative and bureaucratic waters to reach the positive position we are in and support the Director Trustees' judgment of "Going Concern".

We have been in discussion with the Council for a number of years over the extension of the Funding and Management Agreement and following a report to Council Cabinet in December, a five-year extension has been granted that will take us until March 2026. The Trustees and I are exceptionally pleased as the negotiations were very positive and the subsequent agreement signed on 19 May 2021 gives greater clarity to the partnership, along with very significant comfort in relation to the Local Government Pension Scheme liabilities.

In November 2020 after 13 years with the company Keith Newton, the Director of Sport & Leisure, took the opportunity to fully retire. Keith had been with us from almost the start in 2007 and Trustees and I passed on our appreciation in an online leaving presentation. We have deliberately not filled Keith's post, along with a number of others that have become vacant, until we can access how Vision emerges in recovery. This also gives us the scope to reprioritise and focus differently going forward. It is likely that we will continue our rapid development in the digital era where we have seen a number of services delivered online, many of which are likely to remain as such or become a hybrid customer offer.

The Trustee governance and meeting structure has moved online and has worked exceptionally well. Our new Audit Committee functioned efficiently meeting with External Auditors, as did the Executive Committee in regularly meeting internally with Senior Managers and the Council Cabinet Member and senior officers. In line with Charity Committee guidance we requested that the Council appointed Director Trustees be reduced to two in order that the total number of Trustees is twelve.

Following the safeguarding review by Zurich, we placed further priority on ensuring our Safeguarding policy and procedures for young people and adults at risk were up to date. Any risks or issues are reported to the Senior Management Team and then the Board. I am pleased to say there have been no serious incidents in the last year and we have been particularly aware with the move online that young people may become more at risk of cyber and social media safeguarding issues.

I look forward to all our facilities and services reopening fully without restrictions when it is safe to do so and, as always, I want to thank my fellow Trustees, staff teams and volunteers for all their commitment and hard work throughout this last year. I hope everyone stays safe and well and I look forward to reporting on Vision's successful re-emergence in the next year and a range of new exciting projects, initiatives and activities.

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 2021. 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 44 to 46 have been prepared in accordance with the Accounting Policies set out on pages 47 to 50 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 sixteen. A maximum of three "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. In addition to the main Board, there are five Sub-Committees (Audit, Arts, Culture & Libraries, Parks & Open Spaces, Sport & Leisure and Staffing & Remuneration) that meet with the same frequency as the main Board as part of a cyclical timetable.





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 Notes 8 and 11 of the Financial Statements.

SMT comprises three senior managers, including a Chief Executive and two Heads of Service. 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 2020/21 by key management personnel are disclosed in Page 57 of the Financial Statements.



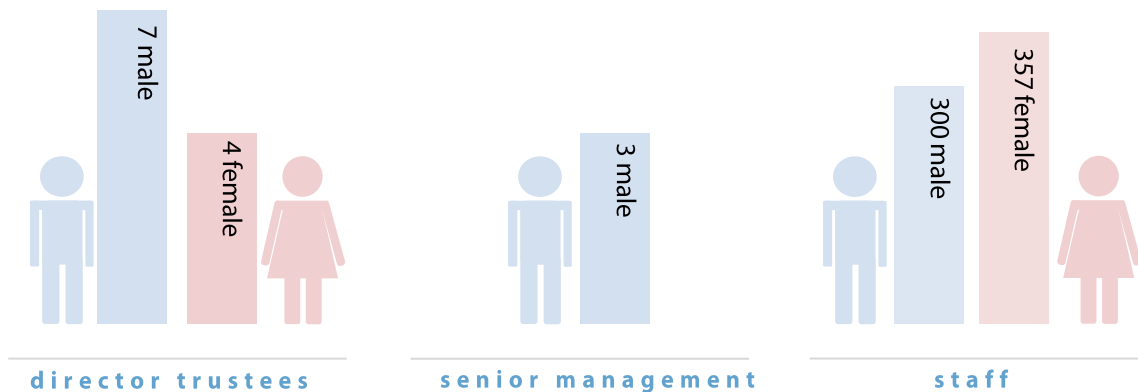
EMPLOYEES

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, 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 2021, the Vision gender profile was as follows:

Director Trustees	7 Male, 4 Female
Senior Managers	3 Male
Staff	300 Male, 357 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. It is not the same as equal pay (which has been legislation since 1970) which concerns individuals or groups of workers being paid the same for performing the same or comparable work.

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. Staff are expected to move through the pay range for their grade based on performance via an annual appraisal process.

It is difficult to compare our results with 2019, due to the impact of the COVID-19 pandemic, the reporting methods have changed this year, and a large proportion of our workforce have been excluded as they have been placed on furlough and paid 80% of their usual hourly rate. The results for the mean and median are therefore lower than we would have expected to report.

However, there remains a positive balance of female employees at junior and middle management. Our longer term challenge remains committed to extending to senior management level.

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

4.77%

LOWER (mean)

0.84%

HIGHER (median)

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

upper quartile

44.0%

MEN

56.0%

WOMEN

upper middle quartile

38.0%

MEN

62.0%

WOMEN

lower middle quartile

42.0%

MEN

58.0%

WOMEN

lower quartile

46.0%

MEN

54.0%

WOMEN

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

women's bonus pay is

0%

(mean)

0%

(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 work programmes that feed into divisional 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 and a number of specialist sub-committees. These include service area employee representatives whose participation is encouraged in order that their views and ideas can be included in Trustee recommendations to Board about the future direction of the company, from both an operational and strategic perspective.

The organisation is not traditional hierarchical and has a 'flat' management structure with decision making, autonomy and funding devolved to the lowest levels. Our culture is to create ownership from employees that focusses on the company's objectives and values, with the ability to be agile and responsive to customer needs.



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. Trustees further reviewed Vision's Objectives with Eastside Primetimers during 2017/18 and the revised version is more focussed to the operation of Vision.

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 immediate 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 and 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.
- ◆ 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 and Drama services where fee remission is available to ensure that music and drama 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 seven key areas of activity:

Libraries

Operating a large Central Library and twelve 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 Central - our business support and enterprise hub, and Lab Central – an interactive innovation and technology lab for digital learning and entrepreneurs.

Culture Development

Responsible for administering the Redbridge Arts Grant Scheme and supporting community arts organisations to develop and thrive, delivering a wide range of cultural/arts activities, ranging from Theatre in the Park to Children's Theatre and a cultural programme in Ilford Town Centre and Ken Aston Square. Public Art projects are also managed, often in partnership with other providers, such as local health services.

Museum and Heritage

Redbridge Museum & Heritage Centre delivers a comprehensive education, exhibition and events programme showcasing the Borough's history, often set in 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 Spring/Summer 2022.





Community Services

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

Youth Centres

Two centres (based in Loxford and Wanstead) offering traditional 'drop in' youth sessions, a range of activities including dance, drama and sports and community spaces for hire. The Halls Lettings Team also administers lettings across both Loxford and Wanstead Centres.

Valentines Mansion & Vision Venues

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 and guided tours, and private hire. Walks and outdoor music and theatre also take place in the gardens. Vision Venus is our centralised booking and sales Team, also encompassing the management of Sir James Hawkey Hall and Redbridge Town Hall.

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 Education Hub, working in partnership with a range of music organisations.



Redbridge Drama Centre & Kenneth More Theatre

Redbridge Drama Centre 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+. The Centre commissions and produces touring shows for schools and supports curriculum based learning through schools and onsite workshops.

Redbridge Drama Centre has National Portfolio Organisation status from Arts Council England for its work with youth theatre. RDC also provides development support to new and emerging talent.



The Kenneth More Theatre in Ilford has a 365-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, grassroots 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.



PARKS AND OPEN SPACES

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

Parks and Open Spaces

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 Country Park - which contains a small zoo - is 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 plant 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 asset. This includes Roding Valley Park, Hainault Lodge Local Nature Reserve and Claybury Park. The team is based at the James Leal Centre where they run a successful education programme for schools. They also run a range of green space enhancement projects, including volunteering projects and initiatives across the Borough.

Allotments

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

Events

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



SPORT AND LEISURE

The Sport & Leisure service division comprises three 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 Leisure Centre (pool, studio and Gym is also complimented by the School sports hall, all weather pitch out of school hours.) Two outdoor sports grounds with athletics tracks are also operated at Cricklefields and Ashton Playing Fields (including an astro turf pitch). A new Club House was opened in early 2021 at Ashton Playing Fields.

In addition, Vision operates Redbridge Cycling Centre, South Woodford gym/studio and Fairlop Waters Country Park (including golf courses, outdoor activity/sailing centre, a country park with lakes, bar/restaurant, an Indoor Play Centre and a High Ropes course with outdoor climbing wall.)

Sport and Health

Managing, coordinating and delivering a range of sport, physical activity and health and wellbeing community programmes with a focus on residents that are above a healthy weight, inactive and to support positive mental health. Organising a number of large sporting events for young people, adults with disabilities and community cohesion activity days.



STRATEGIC REPORT 2020/21

The constitution of Vision as a charitable Trust brings some key advantages which are not enjoyed by directly run Council services and private sector competitors; it is a social enterprise that is able to utilise those advantages 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 many valued services.

The Trust has been able to benefit from government support during the Covid-19 pandemic via furlough, closure grants and external funding from Sport England and Arts Council England. 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

The 2020/21 financial year has been unprecedented, set in the context of the Covid-19 pandemic. Given the broad range of Vision's services, the Government restrictions have had significant impact on our service delivery and ability to progress our objectives and delivery plans. Services have opened and closed throughout the year in line with restrictions, with the Trust's Parks and Open Space remaining open throughout, albeit with service changes where applicable, and increased pressure on parks and outdoor facilities throughout the pandemic.

Other services in the Trust have adapted and delivered their services in different ways, including a rapid deployment of digital/online services.

The Leisure and Culture Sector has been particularly hard hit throughout the pandemic. However, due to the diverse range of services within the Trust, Vision has been able to successfully navigate through the year and continue operating and has played a significant contribution to wellbeing and community support throughout the pandemic.

Despite the many challenges presented throughout the year, Vision has continued to deliver a significant number of achievements. Our performance has increased significantly in some respects, such as the take up of online/virtual services, whilst in some areas, facilities have remained closed since March 2020 and are reliant on the removal of restrictions and social distancing to effectively reopen.

Our highlight achievements against our key objectives are as follows::



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

Funding from the England & Wales Cricket Board (£10,000) was secured to install a new non-turf (artificial) cricket pitch at South Park in Ilford. The new pitch is 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 Redbridge Culture & Leisure, 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 Year 3 project of the Council's Capital Play Improvement Programme was delivered with refurbished sites at Christchurch Green, Seven Kings, Uphall Recreation Ground and Brocket Way.

A new outdoor gym was installed at Valentines Park funded by the Council to create one of the largest outdoor gyms in the country.

In 2020/21, 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.

A new agreement with all bowling clubs was introduced to improve the relationship management between Vision and each individual bowls club.

Following a competitive exercise, two former bowls pavilions at Clayhall Park and Valentines Park have been sub-let to a private nursery provider.

Our Parks Scheme was launched in 2018 and in 2020/21 we had an increase of two Community Groups who volunteer to undertake a Forest Garden in Valentines Park and the other community group to plant native hedging whips at Wanstead.

Redbridge in Bloom celebrated its 25th anniversary in 2020 and is now an event for all ages, giving residents and school children the opportunity to demonstrate their creative gardening skills.



Parks created two sub-tropical plant borders in the walled Gardens at Valentines Mansion & Gardens.

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 work days and training events.

Valentines Mansion & Gardens continue to be a focal point in Redbridge and have a significant role in building stronger and more sustainable communities through the love and interest in Horticultural / Botanical collection of plants for people to visit and enjoy.

The Allotments continue through partnership working with TCV (The Conservation Volunteers) to deliver a range of positive outcomes for nature and the local community in our Allotments with projects at Redbridge Lane West, Redbridge Lane North and Wanstead Park Road.

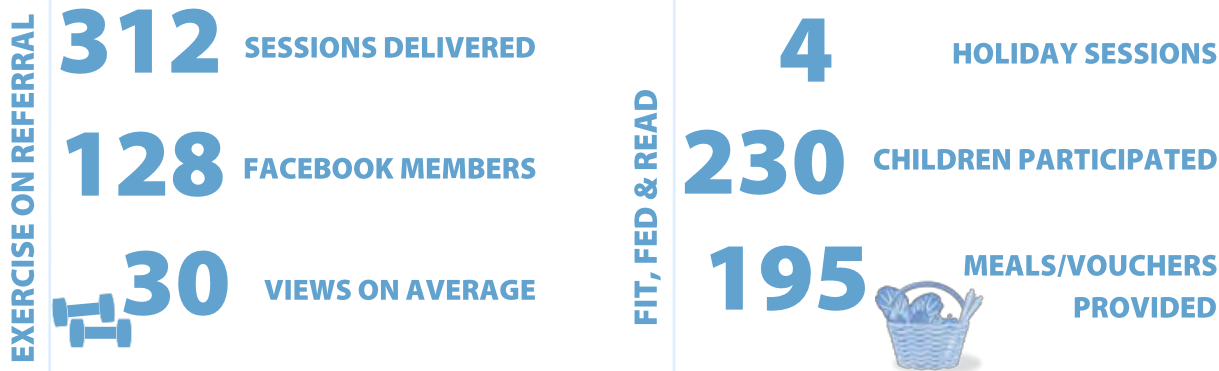
The refurbishment of Ashton Playing Fields was successfully delivered in partnership with the Council and Football Foundation. This site can now host national league athletics competitions and is the home venue for Woodford Town FC. In addition, we have created a new fitness gym for the local community.

Working with the Council, we successfully managed the project to design and install a new multi-use games area at Manford Way, which has since opened to the local community alongside a new outdoor gym.

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.

The Boathouse at Fairlop Waters continued to operate throughout the Covid lockdowns 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.

The Nature Conservation Team has developed a database of close to 1,000 individuals and produce monthly newsletters. There is also a successful Facebook group page - Nature Conservation in Redbridge - which is a key platform to communicate to our supporters and drive forward Borough campaigns. There is also highly developed links with local environmental community groups in Redbridge which helps us communicate the nature conservation message to the community.



The overall number of customer visits to the Redbridge leisure facilities in 2020/21 was 175,173 and this was significantly reduced due to Covid 19. There was a reduction in gym/swim/classes members across the facilities due to apprehension over using leisure facilities when open.

In April 2020, the whole of the Sport & Health service closed, with programmes cancelled and all staff placed on the furlough scheme. With no sight of the pandemic coming to an end, the Exercise on Referral (EoR) and weight management programme for adult and children was redesigned to deliver online.

The EoR scheme was delivered via a private Facebook group for EoR members and offered daily exercise classes, including aerobics, meditation, yoga, chair based and core, as well as online nutritional classes and online follow up appointments.

With the leisure facilities being closed for nine months of the year, GPs not seeing patients and a significant number of patients being deemed as high risk or having to shield, the cardiac, stroke and cancer rehabilitation programmes had to be put on hold.

In September, the children's weight management programme, Active Stars, was also redesigned to move online via Zoom. Previously, the programme had restrictions, including limitations with schools' capacity, travel time, siblings etc. Since the programme has moved online, there has been more interest and parents have provided positive feedback and therefore Active Stars will remain online.

The 2020 London Youth Games (LYG) was heavily affected by COVID. The cross country (November 2019) and indoor cricket (February 2020) managed to take place prior to lockdown before the games were cancelled for the 2020 season. However, Redbridge won the girls indoor cricket competition and finished 8th in both boys and girls cross country with an individual gold in the girls U13's and boys U17's race.

The 2021 LYG usually starts with the cross county (November 2020) but this year's race was run virtually for the first time, over two weeks in Nov/Dec 2020 with runners completing a set distance depending on their age and submitting their time and proof. Redbridge had 344 young people take part and finished 7th overall.

The 2020 Virgin London Mini Marathon was cancelled.

Fit, Fed and Read programme that aims to tackle holiday hunger, isolation and inactivity during the school holidays, was also affected by COVID and the programme was unable to run over the Summer holidays due to staff being furloughed. The programme had to be redesigned to run via Zoom for the October, Christmas and February school holidays. The programme was open to those aged 5 to 11 years who are eligible for free school meals and each child received a food hamper or food vouchers. Due to the success of Fit, Fed and Read, Vision was commissioned by Redbridge Council to deliver the Holiday Activities and Food (HAF) programme online, over the Easter holiday – April 2021.



Despite the pandemic, there were still many opportunities to participate in cultural activities throughout the year, predominantly through a rapid move to online/digital services, but also achieved through being prepared in advance of the lifting restrictions at each stage to enable the return of face to face services when permitted.

Highlights through the year include:

- ◆ Arts, Culture & Library staff supported the LBR Community Connectors programme, making over 3,000 calls to vulnerable residents in the community early in lockdown to ensure their wellbeing and welfare needs were being met.
- ◆ Library services delivered services online and in person when permitted, from the larger branch libraries. Our online services have seen a phenomenal increase in use over the last year and the balance between physical and virtual services in the future is one we don't fully understand just yet in a library context, but are working on this across the sector.
- ◆ Vision has supported the wider Covid vaccination and testing programmes, with Sir James Hawkey Hall and the Town Hall in use as vaccination centres for the duration, supported by the Vision Venues team. Central, Gants Hill, Fullwell Cross, Keith Axon and Hainault Libraries have supported Covid testing throughout the year, along with Wanstead Youth Centre.



♦ TO BUILD STRONGER AND MORE SUSTAINABLE COMMUNITIES

As part of the restoration project at Hainault Forest, the project team completed the design stage. This project value is £7.3m, supported by grants to Redbridge Council from the National Lottery Heritage Fund and Greater London Authority. This investment will deliver improvements to the condition of the Forest and provide new visitor facilities in the renovated Fox Burrow barns. The tenders for the works contracts were issued in the autumn moving the project into the delivery phase.

Vision has continued to develop the relationship with Woodland Trust at the Forest as a project key partner, working to ensure visitors experience a seamless experience across the whole of the Forest and can enjoy exploring the variety of environments the Forest offers.

Preparation for the capital works has been carried out with the barns being cleared out and a new service compound and storage facility created. A dedicated project webpage has been set up and a short promotional video produced setting out the aims of the project. A mailing list has also been developed allowing people to sign-up for updates on project progress and register their interest in volunteering opportunities. The demolition of the old changing pavilions at Hainault Forest has been completed and new security compound has been set up and is now operational.

In partnership with the RSPB Valentines, weekly Bird Walks (October to April) lead by a RSPB rep took place which continued to teach participants how to identify bird species through sight and sound.

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

Despite lockdown, our Events Team managed to safely plan, film and virtually deliver the Remembrance and Holocaust events at Ilford War Memorial and Valentines Park. In addition, funfairs were successfully hosted in Valentines Park, Fairlop Waters, Barley Lane Recreation Ground and Christchurch Green.

On behalf of the Council, Vision inspect all of the play areas in the housing sites and also inspect and monitor defibrillators in or around council buildings.

Alongside, the Council and Woodland Trust, Vision submitted a £1.3m funding application to the Green Recovery Fund to make further improvements to Hainault Forest and make ecological and conservation interventions across both Hainault Forest and Fairlop Waters.

Despite lockdown, in parks and open spaces there has been significant support from the voluntary community to keep our parks and open spaces clean and tidy but also to support and provide guidance to others on social distancing guidance. In particular, Vision has developed an even stronger relationship with the Friends of Loxford Park and they have secured funding to install table tennis tables and have made major improvements to park from a planting and art perspective.

Funded and planted a tree and plaque in Valentines Park to commemorate the 25th Anniversary of the Srebrenica genocide in Bosnia and Herzegovina.

At Elmhurst Gardens, the wooden sculpture trail was finished by local chainsaw artist and placed in the grounds, utilising the timber from a fallen Red Oak (*quercus rubra*), that had come down in strong winds, thereby not only creating an unexpected vision but also an area of natural play designed to rekindle children's imaginations in play, the timbers will also over time break down creating incredible biodiversity for the park.

The Boathouse at Fairlop Waters underwent a transformation to develop a hub on the site with a friendly and welcoming atmosphere. The Boathouse now boasts a regular cliental as well as continual new visitors. The increased use not only adds to the sustainability of Fairlop waters, but it has allowed the local community to sustain relationships and develop a loyalty to the site.

At Seven Kings Park, the Nature Conservation Team delivered the Community Planting Project with Trees for Cities and also the Orchard Project Apple Give Back Scheme (Orchard Project).

At Fairlop Waters, Nature Conservation developed two ponds which are managed and enhanced for Great Crested Newts (Brett Tarmac).

Due to COVID-19 restriction and the majority of the Sport & Health team being furloughed, including physical activity instructors and sports coaches, a number of programme had to be closed. The Last Man Stands (LMS) Cricket programme had to be reduced to 21 team taking part, with a total of 70 games and 1,007 people engaged. The winter indoor league at Loxford Leisure Centre was unable to go ahead.

The Active Together, This Girl Can, National Governing Bodies Sport Programmes closed in March 2019 and have been unable to reopen to COVID restrictions. Outdoor activities, Walking for Health and Walking Football, have started again when restrictions allowed and provided to still be popular and a vital social activity for participants.

The Disability Awareness Festival 2020 was cancelled, with the hope for a virtual festival in 2021.



Live theatre performances into the autumn whilst permitted, with a sell-out (Re)Opening Show in August, followed by a range of live music performances that were able to go ahead with social distancing.

The Theatre Team produced the 2020 pantomime of Snow White & the Seven Dwarfs, which played for nine of 53 scheduled performances before lockdown ended the run prematurely and a recorded version available for online download.

Redbridge Drama Centre (RDC) and the Redbridge Music Education Hub have been able to adapt and deliver their respective commitments to Arts Council England and the Department of Education. RDC's annual feedback was very positive, with a 'Strong' rating for the Creative Case for Diversity in their work.

In October, Redbridge Music Service became an Olivier award winning service, winning an Olivier Award for Outstanding Achievement in Opera for the production of Noye's Fludde at the Theatre Royal Stratford East staged in July 2019. The production was made up of over 200 young people with pupils from Churchfields Junior School and Brompton Primary School as well as the Royal College of Music, Guildhall School of Music and Drama, Redbridge Music and Newham Music. Joining the ensemble were a team of professional performers and musicians as well as dancers from Studio Wayne McGregor and the community groups: Stratford East Singers and ENO Community Choir. RMS supported the project and development with Churchfields School, in addition to musicians across all sections of the orchestra. The Olivier Award was specifically for the Children's Ensemble and this is a huge credit to all involved.

Redbridge Museum & Heritage Service produced a video to commemorate the VE Day anniversary. The video can be found at www.youtube.be/Lmy0kOTTHA4 and the wider collection of museum exhibition videos at www.vimeo.com/redbridgemuseum

Redbridge Drama Centre also produced a VE Day commemorative video, with a focus on Theatre and a more reflective viewpoint. A new tagline of 'Stay Safe, Be Creative' inspired a whole series of daily creative broadcasts, with well in excess of 100,00 views including 'RDC @ 3', which can be found at www.youtube.com/channel/UCZQzadXN_RHYuAsdIVcwaXw/videos. The online content provided much needed cultural enrichment throughout the early months of lockdown and kept a link between our services and audiences.

To support the Open House programme in the autumn, a range of virtual tours were developed, a programme which we will continue to develop. These can be found at visionrcl.org.uk/virtual-tours and for Ilford Hospital Chapel at www.ilfordhospitalchapel.com



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

The Swim Vision programme was significantly affected by closures due to Covid 19 Guidance with children learning to swim reducing by 40% in 2020/21. School swimming lessons were also affected with 50% of school not participating in lessons during the 2021 Autumn Term.

Two National Pool Lifeguard Qualification Courses ran in 2020 giving local residents the opportunity to improve their skills and some course participants were subsequently employed by Vision as Recreation Assistants.

Due to COVID restrictions, the Sport & Health team moved the Making Every Contact Count workshop, to help up-skill staff, volunteers and health champions to understand the benefit of a healthy lifestyle and to signpost residents to local physical activity opportunities, online via Zoom.

New livestream/recording/broadcasting equipment was installed across both the Kenneth More Theatre and Redbridge Drama Centre. Both venues can be hired for recording and the equipment allows us to also stream our own productions, delivering a new Theatre offer to people who may otherwise not choose or be able to visit in person. This was made possible through the successful application to the DCMS Culture Recovery Fund.

Redbridge Drama Centre delivered a series of online Live Murder Mystery games, which were a sell-out run, alongside a virtual version of the Valentines Anomaly Escape Game at Valentines Mansion which was live up until Halloween.

Redbridge Drama & Dance Course was delivered online and in person throughout the year, with a new intake of students in September. All students were able to complete their courses. Many have been able to perform at the KMT during the lifting of restrictions, and end of year performances scheduled for this summer.

Face to face and online tuition delivered across music and drama services, to maintain contact and a minimum level of income. However, whole class music teaching and buy back from schools reduced throughout the year, and with certain tuition such as piano and percussion not so viable online.

Mildmay Nursery has remained open for keyworker children, with a short period of online virtual support to parents.



♦ TO FOCUS OUR RESOURCES ON DELIVERING OUR PURPOSE COST EFFECTIVELY

The Marketing Team worked closely with all services to ensure the Vision website provided visitors with the most up to date news during the pandemic as well as providing fresh daily content via our 'Do More at home' webpage which has had almost 6,000 page views.

The team worked in rotations during the beginning furlough period in order to maintain the high level of service and content expected by our residents and customers. During the year our primary Vision social media accounts, saw a huge increase in followers across all platforms with Facebook now totalling over 2,000 followers and Twitter close to 3,000 followers.

Marketing was delivered to move events to a virtual platform for the annual Remembrance Day and Holocaust Memorial Day services. This included print and digital advertising and was very well received, with the Holocaust Memorial Day virtual service video receiving over 1,000 views on YouTube.

The team developed a range of successful marketing campaigns including: a huge summer litter campaign in parks after an increase in visitors during the pandemic, promoting online events including libraries, drama, culture and fitness on demand to encourage residents to take care of their physical and mental wellbeing while at home.

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 1st out of the 54 contributing authorities. In terms of the indicator, "Maintenance Cost per Household", Vision is ranked 1st out of the 54 contributing authorities and Vision is 1st in the percentage of staff absence, which are all excellent achievements.

The team at the Boathouse, Fairlop Waters, completely relaunched their offer with new suppliers, operating hours and menus. This makeover resulted in not only a successful peak season, but also a winter operation that continued to thrive and delivery a positive service.

In 2019, Vision parks collected approximately 28,000 bags of litter from parks, yet in 2020, over 98,000 bags of litter were collected due to the pandemic and popularity of parks and open spaces.

More parks staff have been trained in IOSH and Lantra enabling us to develop our commercial business. In addition, staff and volunteers from cricket club had two training sessions with the Head Groundsman at Essex Cricket Club on specialist cricket pitch maintenance.

Vision also purchased another Skarper chipper, which is more powerful enabling more mulch to be left on site throughout the borough, improving our biodiversity and recycling outcomes.

Nature Conservation managed the Borough's wildlife database, also funding the service level agreement with Green Space Information for Greater London. Data is recorded and sent in for processing and the most up to date GIS data is available to all council officers and departments. This database is used to comment on planning applications, help develop proposals for nature conservation (from strategic local plan level to grass roots projects) and any other enquiries on wildlife in Redbridge.

Nature Conservation oversaw the management of the Borough's major sites for nature conservation, including the Roding Valley, Claybury Park, Fairlop, Hainault Forest and Hainault Lodge LNR. We currently have FSC (Forest Stewardship Council) accreditation for our management of Claybury Park, one the highest standards of sustainable management globally. Both Claybury and Hainault Forest are Green Flag accredited as well.

In the year, Nature Conservation created over 1.42 hectares of woodlands, managed 17.9 hectares of woodland, developed and managed just under 1 hectare of orchards and managed over 121 hectares of meadows. In addition, they managed 2.5 hectares of rivers and streams and ponds over 1.5 hectares.

There was some investment in leisure facilities in 2020/21, including replacement lights in the pool hall at Fullwell Cross, redecoration of customer facing areas in majority of centres, and some plant works at Fullwell Cross and Ashton Playing Fields. With the relocation of Woodford Town FC to Ashton Playing Fields and the new Club House built by The London Borough of Redbridge, Vision invested in new football goals and dug outs.



A significant achievement was the successful application to Arts Council England for the Government's £1.57bn Culture Recovery Fund. The application took a considerable amount of work, but the full request of £547,565 was approved. The scope of the grant includes financial support to the Drama Centre, KMT, Music Service and Culture Teams. Due to the delay in recovery, a significant amount of this grant will carry forward to support these services in the new financial year. As the year closed, Vision was also successful in securing funding through the second round of the Culture Recovery Fund for activity delivery in the first quarter which will support service recovery in music and theatre services.

Culture facility and service developments continued throughout the year to underpin both service and financial recovery in the new year.

Library improvements include the re-rendering and external decoration of Aldersbrook Library, a refurbishment of the Churchill Room at Wanstead Library to complement the new studios available at the Central Library.

New flooring was laid the Kenneth More Theatre Studio and the worn carpet replaced throughout the auditorium. The Kenneth More's foyer has also been transformed with a new bar and licenced wedding venue. These changes have been made to improve the visitor experience and drive up the income during the pandemic recovery period at pace. A range of costume commissions and capacity in the wardrobe department was increased to reduce the reliance on hire in the future. This aims to reduce expenditure in the long term and increase our own hire potential and associated income generation. This work also supported our supply chain, creatives and freelancers.

Woodford Green Library began its transformation from a tired branch library to become a new library and gym facility. The refurbished facility, mirroring the success of South Woodford Library & Gym, will open in summer 2021.

Redbridge Museum vacated the exhibition gallery over the summer and the 2nd floor Museum space closed for redevelopment, with a programme of community engagement now underway to shape the new Museum, which is scheduled to reopen in Summer 2022. Redbridge Central Library has had two new studios added to the Venues portfolio for hire. These new spaces occupy the former Museum exhibition gallery.

Despite the challenges for delivering marriage ceremonies during the pandemic, Vision launched a new partnership between Valentines Mansion and LBR Registrars to deliver a seamless joined up customer offer for marriages at the Mansion. Over 100 marriages and ceremonies have taken place at Valentines Mansion when permitted throughout the pandemic. Public open days were also reinstated for a period, but we are looking forward to the lifting of restrictions and a full programme of events going forward.



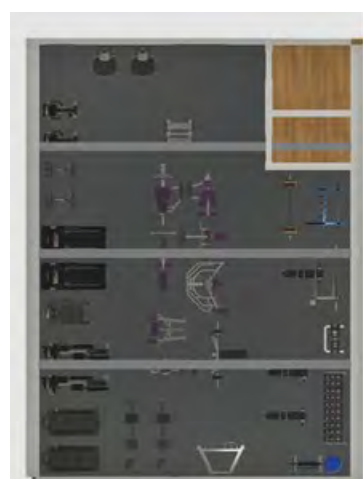


FUTURE PLANS

Our Future Plans for the 2021/22 financial year and beyond will be affected by COVID-19 including the enforced closure of a range of facilities. Alongside our planned recovery from the direct impact of COVID(19), we will aim to deliver further key developments as we continue working on our objectives. Of particular note corporately:

- ◆ To deliver Make Every Contact Count training across all service areas to improve staff knowledge of the benefits of a healthy lifestyle and to up-skill front line staff to provide consistent and concise healthy lifestyle information, as well as enabling staff to engage in conversations about the wide range of services that Vision has to offer to improve residents' overall health and wellbeing.
- ◆ To develop a Work Place Health scheme for all Vision staff.
- ◆ To expand the EoR scheme to patients who at risk of becoming type 2 diabetic and a musculoskeletal (MSK) pathway to assist physiotherapists to refer more patients quicker and easier.
- ◆ At Hainault Forest, capital works will start in summer 2021 and are planned to complete spring 2022.
- ◆ A new orchard will be planted at Hainault Forest and plans are underway to launch a new programme of volunteer activities post lockdown as part of the summer programme.
- ◆ Recruitment of two new Forest Ranger posts to support the project engagement plan focussed on learning and volunteering.
- ◆ Undertake more competitive exercises to utilise vacant parks buildings to generate commercial income.

- ◆ Undertake Cycle Path improvements through funding from Highways and TfL along the North to South pathways in Valentines Park to create better connected and accessible landscapes for residents to walk and cycle. This will include improvements to pathway surfaces, signage and the installation of two new bridges.
- ◆ As part of the Year 4 Capital Play Improvement Programme undertake refurbishment and new build play areas at Valentines Park, Fairlop Waters, Hainault Forest, Churchfields Rec, Lechmere Gardens, Onslow Gardens and Redbridge Rec.
- ◆ In Valentines Park, to create a Spring Flowering Cherry tree garden in partnership with the Japanese Embassy, to refurbish the Diamond Jubilee Garden, to create an Australasian plant border and to create a Forest Garden with Transition Ilford.
- ◆ To design and create COVID-19 Memorial Garden in the Bandstand area.
- ◆ To install new water supply at Wanstead Park Road Allotments and dipping tanks at other sites as well as install six new Allotment toilets.
- ◆ To continue to develop our commercial grounds maintenance service and build stronger relationships with school in the borough.
- ◆ To focus our marketing on recovery and income generation around sport and leisure and culture and libraries.
- ◆ To further develop the Vision brand, focusing on our website development and social media channels.
- ◆ 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 income optimisation of Fairlop Waters Country Park.
- ◆ Explore partnerships with a cricket club at Valentines Park to develop club management of playing surfaces and associated pavilions. This will contribute to the growth of the cricket clubs and sustainability of the sports pitches within the parks. To also look at securing funding to install another non-turf pitch in the borough.
- ◆ Purchasing of new fleet vehicles to comply with TFL ULEZ requirements and improved fuel efficiency.
- ◆ To develop our events programme again in parks and welcome more people to come to the borough and enjoy both community and commercial events.
- ◆ To submit a planning application to open and kiosk café at Christchurch Green in Wanstead and then to submit a new license application to sell alcohol from this venture.
- ◆ To project manage the refurbishment of Woodford Library and create a new gym within this facility (mock up pictured right).
- ◆ 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.



- ◆ Working with the Council to develop a feasibility study to build an indoor play facility at Orchard Playing Fields
- ◆ Working with the Council to introduce Public Spaces Protection Orders (PSPO's) for the main parks in the borough
- ◆ To continue to develop the catering offer at the Boathouse, Fairlop Waters, expanding on the food options and launching a range of function catering solutions
- ◆ To develop a programme of small events within the Boathouse to encourage visitors during off-peak times
- ◆ 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 review and relaunch the service delivery at Owls Play Centre. This will include new menus, focussing on fresh and healthy meals, front of house consistency and operational efficiency
- ◆ To steer and guide the London Borough of Redbridge (LBR) Sites of Importance for Nature Conservation (SINC) review and Nature Conservation Strategy process
- ◆ To steer and guide the LBR Suitable Alternative Natural Green Space (SANG) and Biodiversity Offset Strategy
- ◆ To develop the ongoing partnership and Woodland Management work at Hainault Forest and provision of Chainsaw Training Course places (Capel Manor College)
- ◆ To develop borough wide Grow Zones for wildlife focused managed sites in Redbridge, including highway verges (Wild Wanstead, LBR)
- ◆ To continue the ongoing Orchard Project Apple Give Back Scheme.
- ◆ At Hainault Forest to continue with the Natural Flood Management Scheme (Environment Agency)
- ◆ At Valentines Park and Claybury Park, to deliver the London Hogwatch Programme with the Zoological Society of London (ZSL)
- ◆ At Roding Valley/River Roding deliver the Outfall Safari with the ZSL
- ◆ At Ashton Playing Fields, to deliver the Woodland Shelter Belt Creation (along M11 boundary) with Trees for Cities (TfC)
- ◆ To deliver more Hedgerow Planting at Forest Road / Farm
- ◆ In Claybury Woods, to develop the reptile translocation, monitoring and habitat enhancement
- ◆ To deliver the Growing Communities project at Ray Park, Walled Garden
- ◆ To continue with the Tiny Forest in South Park with Earth Watch Europe



- ◆ To support the Keep Britain Tidy's Great British Spring Clean in partnership with the Neighbourhoods Team (LBR/Keep Britain Tidy)
- ◆ Work with Big City Butterflies – a National Lottery Heritage Fund project in conjunction with Butterfly Conservation. The main project site is at Claybury Park, but with engagement and outreach events across the Borough.
- ◆ To open newly refurbished Woodford Green Library and leisure facility with a 40-station gym.
- ◆ To implement a gym refresh and refurbish plan across all Vision's gyms to update gym equipment offering up to date latest trends.
- ◆ To transfer The London Borough of Redbridge Swim Club to Vision and increase the quality and quantity of competitive swimming within Redbridge.
- ◆ To implement a marketing plan to promote leisure facility memberships on re-opening.
- ◆ To open the Club House at Ashton Playing Fields and provide an "express gym" offer along with a range club room hire use.
- ◆ Fairlop Outdoor Activity Centre to receive AALA accreditation and re-open.
- ◆ To work with Woodford Town FC and Woodford Green Athletic Club at Ashton Playing Fields to ensure the facility has successful football and athletic seasons.
- ◆ To recruit an Aquatics Manager to oversee the aquatics provision in Redbridge and increase swimming lesson, club swimming and swimming lesson usage, income and quality.
- ◆ To work with LBR on the refurbishment and development of Wanstead Leisure Centre pool.
- ◆ To refurbish athletic track at Cricklefields Athletic Stadium.
- ◆ To refurbish Fullwell Cross Leisure Centre wet-side changing rooms.
- ◆ To work with leisure net solutions and Data Hub on Leisure Recovery Funding data and customer participation information.
- ◆ To focus on studio class programs and offer classes across a range of new facilities to complement the Leisure Centre studio class programmes.
- ◆ To introduce commercial boat hire to Fairlop Waters lake.



- ◆ Redbridge Creates, our new strategy for Drama and Theatre development in Redbridge will be launched in 2021/22. Redbridge Creates is anchored around eight key pillars, with a cross cutting additional aim to increase Access, Diversity and Inclusion to theatre in Redbridge.
- ◆ The Kenneth More Theatre will continue to develop as a key venue in the new Ilford Cultural Quarter, with a new bar and hire space. The Theatre will also be licensed for marriages and other ceremonies, along with a weekday programme in the foyer and bar studios to generate income aside from the main auditorium.
- ◆ After a successful application to Round 2 of the Culture Recovery Fund, we will deliver a borough wide singing programme - 'Just Sing' - to all schools aimed at Year 6 pupils. The programme will support the return to creative work and support mental health wellbeing in the context of the pandemic. The programme will be delivered by Redbridge Drama Centre on behalf of the Redbridge Music Education Hub.
- ◆ The Round 2 funding is about the longer-term recovery of services and will support additional music and vocal lessons for primary schools in Redbridge, six new theatre commissions and a range of touring productions for schools, covering topics such as:
 - ◆ 'Catcall' a new play on misogyny, language and behaviour – Year 9
 - ◆ A modern adaptation of the Jungle Book, looking at isolation, transition to secondary school and mental health – Year 6
 - ◆ Issues of depression, self-harm and anxiety, with a re-interpretation of our previous play 'Help Me, I'm Normal' – Years 10-12
 - ◆ Social media and mental health – revisiting our previous play 'Playing with Fire' – Year 6
- ◆ Vision's Death Positive Library Service programme has received national acclaim, with the intention to launch this as a nationwide programme in partnership with Libraries Connected in 2021/22.
- ◆ Redbridge Museum's redevelopment work is now underway. It is anticipated that the new Museum will open in Spring/Summer 2022.
- ◆ Redbridge Music Service will launch a new strategy to improve access and diversity in the Service's work and reach. The Music Education Hub will also have a relaunch, with a new steering group and stronger relationship with the Drama Centre and KMT, as a pillar of the new Redbridge Creates strategy.
- ◆ Valentines Mansion will continue to develop their wedding ceremony offer as we emerge from the covid pandemic. The new partnership between Redbridge Council's Registrars Service and Vision RCL will be formally launched. We will investigate the feasibility of an external structure in the Mansion grounds to be able facilitate outdoor marriage and other ceremonies.
- ◆ Following a long break due to the covid-19 pandemic, Vision's outdoor arts programme will restart in autumn 2021, working in partnership with the Circulate and Without Walls partnerships.





FINANCIAL REVIEW 2019/20

For the financial year ending 31st March 2021, the Management Fee received from the Council continues to be a key source of funding for Vision. The total Management Fee received in 2020/21 was £9,320,000; this was £469,000 less than the previous year. This trend is set to continue due to austerity and the associated challenges for local authorities.

The total income generated from Direct Services in 2020/21 was £3,804,000. This was a significant decrease due to the Covid-19 pandemic this a decrease of £5,609,000 when compared to 2019/20. This loss of income relates principally to the closure of Leisure Centres, the Theatre and Halls for hire, and then when allowed to open, having restricted numbers allowed and usage throughout.

In these difficult and unprecedented times, grants have been the second most important source of income in this financial year, Grant income of £6,042,000 was received in 2020/21. This is an increase of £5,197,000 on 2019/20. Vision received £3,420,000 of grants under the Covid-19 Job Retention Scheme, £1,277,000 of closure grants and £500,000 from the Arts Council. The Financial Statements (which follow on pages 44 to 46) show the position for 2020/21.

STATEMENT OF FINANCIAL ACTIVITIES (SOFA)

An overall net surplus of £178,000 has been recorded for 2020/21 within the Unrestricted (General) Funds. This has resulted in an increase in the General Fund Reserve from £403,000 to £581,000.

A deficit of £4,450,000 was incurred in Designated Funds for the year. The deficit includes £547,000 which is the present value of actuarial valuation for LGPS pensions. The £3,903,000 represents the actuarial loss on the defined benefit pension scheme (LGPS), the loss mainly being driven by actuarial assumptions made for the year. A net surplus of £731,000 was recorded on Restricted Funds. An overall Net decrease in Funds of £3,541,000 has occurred on the SOFA after total pension movement of £3,903,000.

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 regular basis, enabling them to retain focus on the key strategic risks that the Trust faces. There are a number of principal risks currently faced by the Trust.



THE REDBRIDGE RELATIONSHIP

Following Council Cabinet agreement in December 2020 to a five-year extension to the Funding and Management Agreement, detailed discussions and legal drafting culminated in an agreement until 31st March 2026. 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. The new agreement was signed on 19 May 2021.

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-19, particularly in the Leisure Centres, Theatre and Halls. The Council has indicated that it will fund the National Living Wage costs and the transition to the London Living Wage over the next three years which will help significantly.

The Medium-Term Financial Plan is being managed carefully and a range of likely scenarios being plotted as a consequence of Covid-19 and the uncertainty of income streams in 2021/22 in particular. The Charity has been able to make use of the Government's Job Support Scheme, Retail Leisure & Hospitality Grants and Local Restriction Support Grant. The Charity also successfully secured grant funding from the Department for Digital, Culture, Media & Sport's Culture Recovery Fund (CRF) and also the Sport England National Leisure Recovery Fund.

Our measured response to Covid-19 has been a balance between reducing expenditure, whilst developing and maintaining as many income streams as possible. Services reopened during the year when restrictions allowed and where it was cost effective to do so. Other services moved their delivery online, with a new range of streaming and broadcasting options across Music, Theatre and Drama made possible through the CRF grant. The Charity has also made use of the Government's VAT deferral scheme to underpin the cashflow position throughout the year.

The Trustees have considered the Charity's new budget plans and income projection scenarios and there is confidence that with government and grant support available, controlled expenditure and a proactive approach to income generation, a positive outcome will be achieved in 2021/22 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 protected, but also frozen (i.e. it is declining in real terms) and as a consequence represents a threat to the



fabric of the assets. This 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. The Asset Management Plan sets out a systematic approach to maintaining up-to-date condition surveys on all of the facilities that Vision manages, which in turn enables the effective prioritisation of maintenance tasks and the financial resources to fund them.

BALANCE SHEET

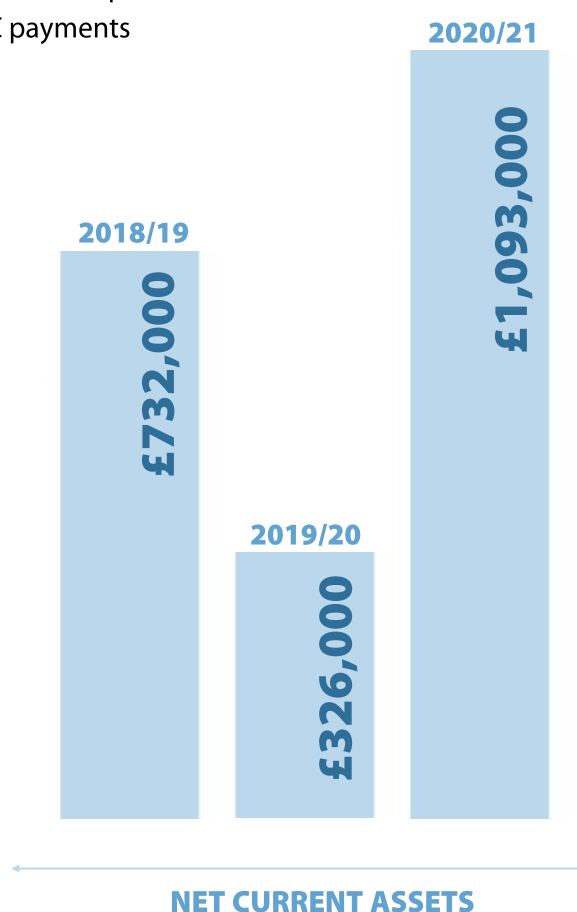
The Net Assets held at 31st March 2021, without taking into consideration the pension deficit, are £2,122 million. However, the provision of £12,739 million for defined benefit pension scheme reduces this to a Net Liability of £10,617 million.

There has been an increase of £767,000 in Net Current Assets (increasing from £326,000 to £1,093,000). The current ratio has increased to 1.30 compared to 1.1 in 2020/21.

The main driver for this being deferral of HMRC payments due to the pandemic.

The deficit on the Pension Reserve of £12,739 million complies with the requirements of FRS102 and estimates the net liability as at 31st March 2021. The deficit has been volatile in recent years. The increase in the pension deficit of 53% in the current year follows on from a decrease of 8% in the previous year. The increase in the deficit this year has mainly been driven by a significant change in the actuarial assumptions of £9,978 million.

Vision has funded lump sum contributions and increases in Employer contributions and will continue to do so.



RESERVES POLICY

The Reserves Policy as agreed by the Board in March 2018 was to target a contingent fund of £750,000 by March 2021 which Vision was on target to achieve if it had not been for the unprecedented effects of Covid-19. The £750,000 would have been substantial enough to fund any underlying risks, particularly related to everyday unexpected expenditure and income shortfall, but would not fund the unprecedented Covid-19 and extended period without any income whatsoever. The Trustees following the assistance of the Council, to resume trading will work towards a contingent fund once again of £750,000, but this is likely to take at least five years to achieve.

The Unrestricted (General) Fund balance has increased in the year by £178,000 and now stands at £581,000.

The level of Free Funds (determined by subtracting unrestricted fixed assets from the Unrestricted General Fund) now stands at £581,000. Free Funds (which exclude Designated Funds) are reserves that are freely available to spend on any of the Trust's charitable purposes. Note 19 in the Financial Statements clearly shows the analysis of net assets between General and Restricted funds.



DESIGNATED FUNDS (EXCLUDING PENSIONS)

Designated Funds are funds earmarked from the Unrestricted (General) Fund for essential future spending to cover the cost of items that cannot be met from future income alone. There were no Designated Funds in the year.

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



Brian Spinks
Trustee

The Trustees' report, including the Strategic Report, was approved by the Board on 30th November 2021.

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 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of 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 2021 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. 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.

In connection with our audit of the financial statements, 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 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 or a material misstatement of the other information. 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 41, 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.

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.

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

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.

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.

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

1 December 2021

Date:

Andrew Stickland (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

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FINANCIAL STATEMENTS

Statement of Financial Activities Including Income and Expenditure Account **-Year ended 31ST MARCH 2021**

		Unrestricted Funds		Restricted Funds	Total 2020/21	Total 2019/20
	Note	General Funds £000's	Designated Funds £000's	£000's	000's	£000's
<u>Income and endowments from:</u>						
Charitable Activities						
• Direct Services Income	2	3,804	-	-	3,804	9,413
• Grants and Contributions		4,687	-	1,355	6042	845
• Management Fee		8,180	-	1,140	9,320	9,789
Investments		-	-	-	-	9
Total		16,671	-	2,495	19,166	20,056
<u>Expenditure on:</u>						
Charitable Activities						
• Culture and Libraries		5,835	381	3,031	9,247	10,178
• Parks and Open Spaces		3,810	127	323	4,260	4,249
• Sport and Leisure		4,897	39	361	5,297	6,668
Total	3	14,542	547	3,715	18,804	21,095
Net Income/(Expenditure) before Transfers		2,129	(547)	(1,220)	362	(1,039)
Transfers between funds	17,18	(1,951)	-	1,951	-	-
Net Income/(Expenditure) after Transfers		178	(547)	731	362	(1,039)
<u>Other Recognised Gains/Losses</u>						
Actuarial (Losses)/Gains on Defined Benefit Pension Schemes	16	-	(3,903)	-	(3,903)	1,629
Net Movement in Funds		178	(4,450)	731	(3,541)	590
<u>Reconciliation of Funds</u>						
Total Funds Brought Forward		403	(8,289)	810	(7,076)	(7,666)
Total Funds c/fwd		581	(12,739)	1,541	(10,617)	(7,076)

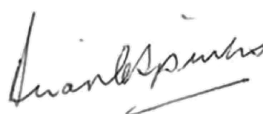
Balance sheet - (AS AT 31ST MARCH 2021)

		31st March 2021		31st March 2020	
	Note	£000's	£000's	£000's	£000's
Fixed Assets					
Tangible Fixed Assets	12		1,029		887
Current Assets					
Stocks		-		30	
Debtors/ Prepayments	14	1,328		985	
Cash at Bank and in Hand		3,363		2,128	
Total Current Assets		4,691		3,143	
Liabilities					
Creditors: Amounts Falling Due Within One Year	15	3,598		2,817	
Net Current Assets			1,093		326
Total Assets Less Current Liabilities			2,122		1,213
Provision for Liabilities: Defined Benefit Pension Scheme	16		(12,739)		(8,289)
Net Assets			(10,617)		(7,076)
The Funds of the Charity					
General Fund	17		581		403
Designated Funds	17		-		-
Designated Pension Reserve	17		(12,739)		(8,289)
Restricted Funds	18		1,541		810
			(10,617)		(7,076)

The Financial Statements were approved by the Board of Trustees and authorised for issue on 30th November 2021 and signed on their behalf by:



Martin Solder
Trustee



Brian Spinks
Trustee

Cash Flow Statement - (YEAR END 31ST MARCH 2021)

	2020/21	2019/20
	£000's	£000's
Cash Flow from Operating Activities	1,764	(3,094)
Cash Flow from Investing Activities		
• Interest Received	1	9
• Capital expenditure	(530)	(415)
Increase (Decrease) in Cash in Year	1,235	3,500

Note i - Reconciliation of Cash Flow from Operating Activities

Net Incoming Resources after Transfers	362	(1,039)
Defined Benefit Pension Charge	1,149	1,553
Defined Benefit Pension Contributions Paid	(602)	(739)
Interest Received	(1)	(9)
Decrease (Increase) in Stock	30	(8)
Decrease (Increase) in Debtors and Prepayments	(343)	(362)
Increase (Decrease) in Creditors	781	(2,724)
Depreciation	388	234
Net Cash Flow from Operating Activities	1,764	(3,094)

	31st March 2020 £000's	Movement in Year £000's	31st March 2021 £000's
Note ii - Analysis of Cash and Cash Equivalents			
Cash at Bank and In Hand	121	(38)	83
Short-Term Deposits	2,007	1,273	3,280
Total	2,128	1,235	3,363

	2020/21	2019/20
	£000's	£000's
Note iii - Reconciliation of Cash Flow to Movement in Net Funds		
Increase (Decrease) in Cash in the Year	1,235	(3,500)
Movement in Net Funds in the Year	1,235	(3,500)
Opening Net Funds as at 1st April	2,128	5,628
Closing Net Funds as at 31st March	3,363	2,128

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NOTES TO THE FINANCIAL STATEMENTS

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 charity has a contract with the Council which has been extended to 2026. Although the balance sheet shows a net liabilities position, this is mainly related to the pension scheme liability of £12,739k (2020: £8,289) and under the funding agreement contract with the Council, it will meet ongoing pension obligations. The Covid-19 pandemic has significantly affected the operations of the charity during 2020/21 with many facilities being closed during the periods of lockdown. The charity has furloughed staff during these periods and has also successfully secured grants targeted at the leisure and arts sectors. The trustees have prepared forecast for the 12 months following approval of the financial statements under various scenarios. These indicate that the charity will be able to settle its debts as they fall due in the 12 months following approval of the financial statements and therefore the trustees continue to adopt the going concern basis in the preparation of these 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.

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.

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.

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

**. Annual Depreciation charges ensure such Assets are fully depreciated upon the expiry of the management agreement.*

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.

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.

Notes to Financial Statements

(YEAR ENDED 31ST MARCH 2021)

Note 2 - Direct Services Income

	Unrestricted Funds	Restricted Funds	Total 2020/21	Total 2019/20
	£000's	£000's	£000's	£000's
Culture and Libraries	1,820	-	1,820	3,062
Parks and Open Spaces	1,065	-	1,065	1,064
Sport and Leisure	919	-	919	5,287
Total	3,804	-	3,804	9,413

Note 3 - Resources Expended

	Direct Expenditure	Support Costs	Deferred Benefit Pension	Total 2020/21	Total 2018/19
	£000's	£000's	£000's	£000's	£000's
Unrestricted Expenditure					
Culture and Libraries	5,296	539	381	6,216	6,962
Parks and Open Spaces	3,572	239	127	3,937	3,826
Sport and Leisure	4,690	207	39	4,936	6,017
Sub Total	13,558	985	547	15,089	16,805
Restricted Expenditure					
Culture and Libraries	3,031	-	-	3,031	3,216
Parks and Open Spaces	323	-	-	323	423
Sport and Leisure	361	-	-	361	651
Sub Total	3,715	-	-	3,715	4,290
Total Resources Expended	17,272	985	547	18,804	21,095

Note 4 - Support Costs

	Culture and Libraries	Parks and Open Spaces	Sport and Leisure	Total 2020/21	Total 2019/20
	£000's	£000's	£000's	£000's	£000's
ICT	328	45	27	400	400
HR and Payroll	39	26	33	98	135
Building Services	-	-	-	-	49
Insurance	107	70	89	266	260
Cash Collection	5	-	8	13	22
Tree Surgery	-	59	-	59	59
MHR Payroll	23	15	20	58	58
Governance Cost	36	24	31	91	84
Management and Support	-	-	-	-	27
Total	538	239	208	985	1,094

Note 5 Statement of Financial Activities Including Income and Expenditure

Account - (YEAR ENDED 31ST MARCH 2020)

	Unrestricted Funds		Restricted Funds	Total
	General Funds	Designated Funds	Funds	2019/20
	£000's	£000's	£000's	£000's
<u>Income and endowments from:</u>				
Charitable Activities				
• Direct Services Income	9,413	-	-	9,413
• Grants and Contributions		-	845	845
• Management Fee	8,438	-	1,351	9,789
Investments	9	-	-	9
Total	17,860	-	2,196	20,056
<u>Expenditure on:</u>				
Charitable Activities				
• Culture and Libraries	6,418	544	3,216	10,178
• Parks and Open Spaces	3,632	194	423	4,249
• Sport and Leisure	5,941	76	651	6,668
Total	15,991	814	4,290	21,095
Net Income/(Expenditure) before Transfers	1,869	(814)	(2,094)	(1,039)
Transfers between funds	(2,127)	(31)	2,158	-
Net Income/(Expenditure) after Transfers	(258)	(845)	64	(1,039)
<u>Other Recognised Gains/Losses</u>				
Actuarial (Losses)/Gains on Defined Benefit Pension Schemes	-	1,629	-	1,629
Net Movement in Funds	(258)	784	64	590
<u>Reconciliation of Funds</u>				
Total Funds Brought Forward	661	(9,073)	746	(7,666)
Total Funds Carried Forward	403	(8,289)	810	(7,076)

Notes to Financial Statements

(YEAR ENDED 31ST MARCH 2020)

Direct Services Income

	Unrestricted Funds	Restricted Funds	Total 2019/20
	£000's	£000's	£000's
Culture and Libraries	3,062	-	3,062
Parks and Open Spaces	1,064	-	1,064
Sport and Leisure	5,287	-	5,287
Total	9,413	-	9,413

Resources Expended

	Direct Expenditure	Support Costs	Deferred Benefit Pension	Total 2019/20
	£000's	£000's	£000's	£000's
Unrestricted Expenditure				
Culture and Libraries	5,841	577	544	6,962
Parks and Open Spaces	3,384	248	194	3,826
Sport and Leisure	5,672	269	76	6,017
Sub Total	14,897	1,094	814	16,805
Restricted Expenditure				
Culture and Libraries	3,216	-	-	3,216
Parks and Open Spaces	423	-	-	423
Sport and Leisure	651	-	-	651
Sub Total	4,290	-	-	4,290
Total Resources Expended	19,187	1,094	814	21,095

Support Costs

	Culture and Libraries	Parks and Open Spaces	Sport and Leisure	Total 2019/20
	£000's	£000's	£000's	£000's
ICT	328	44	28	400
HR and Payroll	53	31	51	135
Building Services	19	11	19	49
Insurance	102	59	99	260
Cash Collection	9	5	8	22
Tree Surgery	-	59	-	59
MHR Payroll	23	13	22	58
Governance Cost	33	19	32	84
Management and Support	11	6	10	27
Total	578	247	269	1,094

Note 6 - Grants Paid

	2020/21 £000's	2019/20 £000's
Organisations		
Community Centres	16	16
Arts	16	24
Total	32	40

Note 7 - Auditor Remuneration

	2020/21 £000's	2019/20 £000's
Statutory Audit	26	25
Consultancy	2	1
Total	28	26

Note 8 - Trustees

No Trustees (or any person connected with them) received remuneration in 20/21 (19/20 nil). No Trustees (or any person connected with them) received expense reimbursement in 20/21 (this was £74.40 in 19/20)

Note 9 - Employees

Employee Numbers

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

	2020/21	2020/21 FTE	2019/20	2019/20 FTE
Culture and Libraries	274	151.44	309	161.62
Parks and Open Spaces	69	56.76	63	54.82
Sport and Leisure	300	89.01	380	92.99
Management and Support	13	11.8	17	14.15
	656	309.01	769	323.58

Employee Costs

	2020/21 £000's	2019/20 £000's
Wages and Salaries	9,234	10,026
National Insurance Contributions	701	751
LGPS Pension	1,149	1,553
Other Pension	382	354
Agency and Private Instructors	78	443
Redundancy	121	12
Total	11,665	13,139

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

	2020/21	2019/20
£60,000 to £69,999	2	1
£70,000 to £79,999	3	1
£80,000 to £89,999	-	-
£90,000 to £99,999	-	-
£100,000 to £109,999	1	1
Total	5	3

Total pension costs paid to these employees amounted to £90,015 (2019/20: £65,894)

Remuneration of Key Management Personnel

Total employee benefits paid to the key management personnel (Chief Executive, Director of Sport & Leisure, Head of Culture & Libraries, Head of Parks & Open Spaces) totalled £442,413 in 2020/21 (£402,204 in 2019/20).

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).

There are no other Related Party Transactions to report for 2020/21.

Note 12 - Tangible Fixed Assets

	Building Works	Plant & Equip.	Gym Equip.	Furniture	Refurbs. & Fittings	IT Equip.	Total
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Cost							
At 1st April 2020	465	42	-	-	1,478	182	2,167
Additions in Year	-	-	-	-	167	363	530
Disposals in Year	-	(41)	-	-	-	-	(41)
At 31st March 2021	465	1	-	-	1,645	545	2,656
Accumulated Depreciation							
At 1st April 2020	424	41	-	-	779	36	1,280
Charge for the Year	41	--	-	-	152	195	388
Disposals in Year		(41)	-	-	-	-	(41)
At 31st March 2021	465	-	-	-	931	231	1,627
Net Book Value							
At 31st March 2020	41	1	-	-	699	146	887
At 31st March 2021	-	1	-	-	714	314	1,029

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 2021 the company was dormant, as defined by Company Law.

Note 14 - Debtors

	31st March 2021 £000's	31st March 2020 £000's
Trade Debtors	462	307
Other Debtors	57	85
Provision of Bad and Doubtful Debt	(57)	(43)
Prepayments and Accruals	866	636
Total	1,328	985

Note 15 - Creditors: Amounts Due Within One Year

	31st March 2021 £000's	31st March 2020 £000's
Trade Creditors	270	46
VAT and Social security	1,130	570
Accruals	2,022	2,044
Deferred income	176	157
Total	3,598	2,817

Deferred Income

Analysis

	2020/21 £000's	2019/20 £000's
Balance April 1st	157	248
Charged in Year	157	248
Deferred in Year	176	157
Balance March 31st	176	157

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

	2020/21	2019/20
Employer’s Contributions (£000’s)	602	739
Employer’s Contribution (%)	20.1	20.1
Number of Members	238	238

Reconciliation of Defined Benefit Obligation

	2020/21	2019/20
	£000’s	£000’s
Opening Defined Benefit Obligation	31,935	35,578
Current Service Cost	954	1,327
Losses /(Gains) on Curtailments	-	-
Effect of Business Combinations and Disposals	-	-
Interest Cost	740	866
Total Defined Benefit Recognised in SOFA	1,694	2,193
Contribution by Members	173	186
Estimated Benefits Paid	(611)	(613)
Re-measurements		
Changes in Actuarial Assumptions	9,978	(4,420)
Other Experience	(312)	(989)
Closing Defined Benefit Obligation	42,857	31,935

Reconciliation of Plan Assets

	2020/21	2019/20
	£000's	£000's
Opening Fair Value of Employer Assets	23,646	26,474
Interest Income	545	640
Effect of Business Combinations and Disposals	-	-
Total Defined Benefit Recognised in SOFA	545	640
Contribution by Members	173	186
Contributions by Employer	602	739
Benefits Paid	(611)	(613)
<u>Re-Measurements</u>		
Return on Assets	5,763	(3,780)
Closing Fair Value of Employer Assets	30,118	23,646

Reconciliation of Total Cost of Defined Benefit Liability

	2020/21	2019/20
	£000's	£000's
Current Service Cost	(954)	(1,327)
(Losses)/Gains on Curtailments	-	-
Effect of Business Combinations and Disposals	-	-
Net Interest	(195)	(226)
Charge to Net (Income)/Expenditure	(1,149)	(1,553)
<u>Re-Measurements</u>		
Changes In Actuarial Assumptions	(9,978)	4,420
Other Experience	312	989
Return on Assets	5,763	(3,780)
Total Re-Measurements	(3,903)	1,629
Employers Contribution	602	739
Surplus or (Deficit) in Scheme	(5,052)	76
Opening Balance – Surplus/(Deficit)	(8,289)	(9,104)
Closing Balance – Surplus/(Deficit)	(12,739)	(8,289)

Fair Value of Plan Assets - Values

	31st March 2021 £000's	31st March 2020 £000's	31st March 2019 £000's	31st March 2018 £000's	31 st March 2017 £000's
Equities	21,986 (73%)	16,079 (68%)	18,532 (70%)	16,950 (70%)	16,340(71%)
Bonds	4,518 (15%)	5,202 (22%)	5,559 (21%)	5,083 (21%)	4,833(21%)
Property	3,313 (11%)	2,128 (9%)	2,383 (9%)	2,180 (8%)	1,842 (8%)
Cash	301 (1%)	237 (1%)	-	-	-
Total Fair Value of Plan Assets	30,118 (100%)	23,646 (100%)	26,474 (100%)	24,213 (100%)	23,014 (100%)

Actuarial Assumptions

	31st March 2021 (%pa)	31st March 2020 (%pa)
Pension Increases	2.85	1.9
Salary Increases	2.85	1.9
Discount Rate	2.00	2.3

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 2021 there were 65 employees in the TPS.

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

As at 31st March 2021, 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 Friends Life. As at 31st March 2021, 284 employees were Group Pension Plan holders. (31st March 2020 there were 301 employees)

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

	2020/21	2019/20
	£000's	£000's
Teachers' Pension Scheme (TPS)	265	232
Friends Provident	2	2
Friends Life	116	120

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 2020/21 is set out as follows.

	Movement in Unrestricted Funds 2020/21				
	Balance 1st April 2020	Incoming Resources	Resources Expended	Transfers Between Funds	Balance 31st March 2021
	£000's	£000's	£000's	£000's	£000's
General Fund	403	16,671	(14,542)	(1,951)	581
Sub Total	403	16,671	(14,542)	(1,951)	581
<u>Designated Funds</u>					
ICT Transformation	-	-	-	-	-
Pension Fund Reserve	(8,289)	(3,903)	(547)	-	(12,739)
Sub Total	(8,289)	(3,903)	(547)	-	(12,739)
Total	(7,886)	12,768	(15,089)	(1,951)	(12,158)

Movement in Unrestricted Funds 2019/20					
	Balance 1st April 2019	Incoming Resources	Resources Expended	Transfers Between Funds	Balance 31st March 2020
	£000's	£000's	£000's	£000's	£000's
General Fund	661	17,860	(15,991)	(2,127)	403
Sub Total	661	17,860	(15,991)	(2,127)	403
Designated Funds					
ICT Transformation	31	-	(31)	-	-
Pension Fund Reserve	(9,104)	1,629	(814)	-	(8,289)
Sub Total	(9,073)	1,629	(845)	-	(8,289)
Total	(8,412)	19,489	(16,836)	(2,127)	(7,886)

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.
 - **Alice White Legacy**
A legacy left to Valentines Park to be spent on a specific area within the Park.
 - **Claybury Park Dowry**
To be used to support a 6-year Investment Plan (2015-21) for the maintenance of Claybury Park.
- **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.

The movement in Restricted Funds during 2020/21 is set out in the table below.

	Movement in Restricted Funds				
	Balance 1st April 2020	Incoming Resources	Resources Expended	Transfers Between Funds	Balance 31st March 2021
	£000's	£000's	£000's	£000's	£000's
<u>Management Fee</u>					
MRR Fund	20	1,107	(607)	(350)	170
Asset Plan (Restricted Reserve.)	133	-	-	350	483
Exercise on Referral	4	80	(80)	-	4
Redbridge Arts Grants	52	33	(10)	-	75
Adult Activator	14	4	(9)	-	9
Music Bursary Fund	62	0	0	-	62
Cycle Quiet Ways	46	0	0	-	46
0-19 Health	14	32	(27)	-	19
Alice White Legacy	-	15	(15)	-	-
Claybury Park Dowry	84	0	(27)	-	57
	429	1,271	(775)	-	925
<u>Service Grants</u>					
Drama	-	66	(614)	548	-
Music	-	493	(1,896)	1,403	-
	-	559	(2,510)	1,951	-
<u>Other (Grants)</u>					
Arts	7	-	-	-	7
ACE	-	548	(363)	-	185
Corporate	4	-	(4)	-	-
Libraries	181	66	(55)	-	192
Museum	-	-	-	-	-
Music Education	35	-	-	-	35
Parks	44	4	(15)	-	33
Sport and Health	110	55	(1)	-	164
	381	673	(438)	-	616
Total	810	2,503	(3,723)	1,951	1,541

	Movement in Restricted Funds				
	Balance 1 st April 2019 £000's	Incoming Resources £000's	Resources Expended £000's	Transfers Between Funds £000's	Balance 31 st March 2020 £000's
<u>Management Fee</u>					
MRR Fund	18	1,107	(1,105)	-	20
Asset Plan (Restricted Reserve.)	133	-	-	-	133
Exercise on Referral	4	180	(180)	-	4
Redbridge Arts Grants	34	33	(15)	-	52
Adult Activator	32	-	(18)	-	14
Music Bursary Fund	62	-	-	-	62
Cycle Quiet Ways	46	-	-	-	46
0-19 Health	19	32	(37)	-	14
Alice White Legacy	1	26	(27)	-	-
Claybury Park Dowry	142	-	(58)	-	84
	491	1,378	(1,440)	-	429
<u>Service Grants</u>					
Drama	-	65	(793)	728	-
Music	-	495	(1,925)	1,430	-
	-	560	(2,718)	2,158	-
<u>Other (Grants)</u>					
Arts	7	-	-	-	7
Corporate	4	-	-	-	4
Libraries	55	208	(82)	-	181
Museum	-	-	-	-	-
Music Education	35	-	-	-	35
Parks	53	4	(13)	-	44
Sport and Health	101	46	(37)	-	110
	255	258	(132)	-	381
Total	746	2,196	(4,290)	2,158	810

Note 19 - Analysis of Net Assets Between Funds

	Unrestricted Funds		Restricted Funds	Total
	General	Designated		
	£000's	£000's	£000's	£000's
Fund Balances at 31st March 2021 are represented by:				
Tangible Assets (Net book values)	-	-	1,029	1,029
Current Assets / (Liabilities)	581	-	512	1,093
Provisions	-	(12,739)	-	(12,739)
Total	581	(12,739)	1,541	(10,617)

Fund Balances at 31st March 2020 were represented by:

Tangible Assets (Net book values)	64	-	823	887
Current Assets / (Liabilities)	339	-	(13)	326
Provisions	-	(8,289)	-	(8,289)
Total	403	(8,289)	810	(7,076)

Note 20 - Lease Commitments

Total payments of £120,837.90 relating to operating leases were made in 2020/21 (£64,406.62 2019/20). There are no Finance Leases. Outstanding commitments under non-cancellable Operating Leases at the end of the financial year were as follows:

	31st March 2021	31st March 2020
	£000's	£000's
Expiry Date:		
Within One Year	60	93
Between One and Five Years	96	151
Total	156	244

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

The Christmas pantomime
Snow White and the Seven Dwarfs
taking place at Kenneth More Theatre
in December 2020.



Vision