

Annual Report & Financial Statements

VISION REDBRIDGE CULTURE & LEISURE



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Director Trustees

Martin Solder Chair		
Linda Perham	Kevin Pittman	Catherine Rowan
Brian Spinks <small>(Deceased 29 October 2023)</small>	David Thorogood	Caroline Ward
Steve Wilks	Cllr Zulfiqar Hussain	Cllr Saira Jamil

Chief Executive

Iain Varah

Company Secretary

Pam Flindall

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Chairman's Statement

Welcome to our 2023/24 Annual Report & Financial Statements

There was little let up at the start of the financial year in the rate of inflation. The cost of supplies and services and building works in particular have created significant pressure on all Vision budgets. Thankfully things appear to be much more stable as we move into 2024.

For the first time we have increased every price of gym membership for all members because of inflation, and it is pleasing to note that the level of income across all activities and the company, including grants, is at an all-time high at £14,288,000, underpinning our charitable activities. As income becomes significantly higher than the management fee, it is important that it continues to increase as a minimum to match inflation and allow us to fund pay awards and other costs and inflation that are not funded via the management fee.

Trustees have diligently considered the Medium-Term Financial Plan to ensure that all potential pressures

in the new year have been identified, and in particular that the pay awards are affordable. It has also meant that we have been able to set a budget for 2024/25 that will generate a small surplus and put a contribution back into reserves.

The London Living Wage is funded principally by the Council and will increase to £13.15 per hour, which means that the minimum full-time salary for all Vision staff will be £27,426. Looking forwards, we are looking to simplify our pay tables by moving to fixed salary points from 1st April 2025 across the organisation for all staff above the London Living Wage.

We have reorganised the day-to-day operation of Fairlop and Hainault Forest Country Parks with both now reporting to the Head of Leisure Facilities, while the Health & Wellbeing team now reports to the Director of Parks & Open Spaces, as does the newly appointed Head of Food & Beverage. There is now very close integrated working between these roles and both service areas; as a consequence, we have also integrated the two Trustee Sub-Committees into one known as Leisure & Parks.

Vision is now less than two years from the end of the current contract with Redbridge Council and, as a consequence, longer term strategic decisions and investment is very difficult. Thankfully the Council is now addressing the end of the contract issue and I hope we will receive some positive news in the next year.

This year, we have significantly upgraded our leisure centre systems. We've introduced a new app and

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It is pleasing to note that the level of income across all activities and the company, including grants, is at an all-time high at £14,288,000 underpinning our charitable activities.



Chairman's Statement

bookings platform bringing us to the forefront of leisure innovation and improving the user experience for our members. Members can now book with ease, get notified automatically about group exercise spaces and claim rewards from top fitness and lifestyle brands across the UK, making significant savings.

We have received good news in relation to both Fullwell Cross Leisure Centre and Library. Both are over 50 years old and the library is a listed building. The Council has allocated funding to refurbish the Leisure Centre changing rooms in autumn 2024, with a further development of an additional studio and dry changing pods.

The Libraries Team, on the Council's behalf, submitted a successful bid to Arts Council England that awarded £380,000 for a major refurbishment of the Library and the meeting rooms that will also be undertaken over the summer. The funding has been received by the Council who will, in turn, commission Vision to undertake the improvements.

Last year's successful opening of the major redevelopment of Hainault Forest and the refurbishment of Parks Tennis courts are both going from strength to strength. Within a year of opening, the new financial year will see Hainault hitting income targets and the increase in visitors is at such an increased level the car parks are struggling to cope.

Tennis bookings have increased significantly as has the income, but also importantly the allocations of free use bookings every morning are becoming very busy.

Trustees commissioned a review of the Charity's governance which was discussed carefully at board. There are a number of recommendations that we will implement and consider when more certainty is known in relation to the future of the contract between Vision and the Council beyond 2026.

The two pool developments - the Lido in Valentines Park and Wanstead Pool – are both progressing and I am hopeful we will see them both open in 2025 or 2026.

It was with much sadness that one of our founding Trustees, Brian Spinks, passed aged 90 in October 2023. Brian will be much missed; Trustees have decided to plant a tree in his honour and designate a park bench at Hainault in memorial.

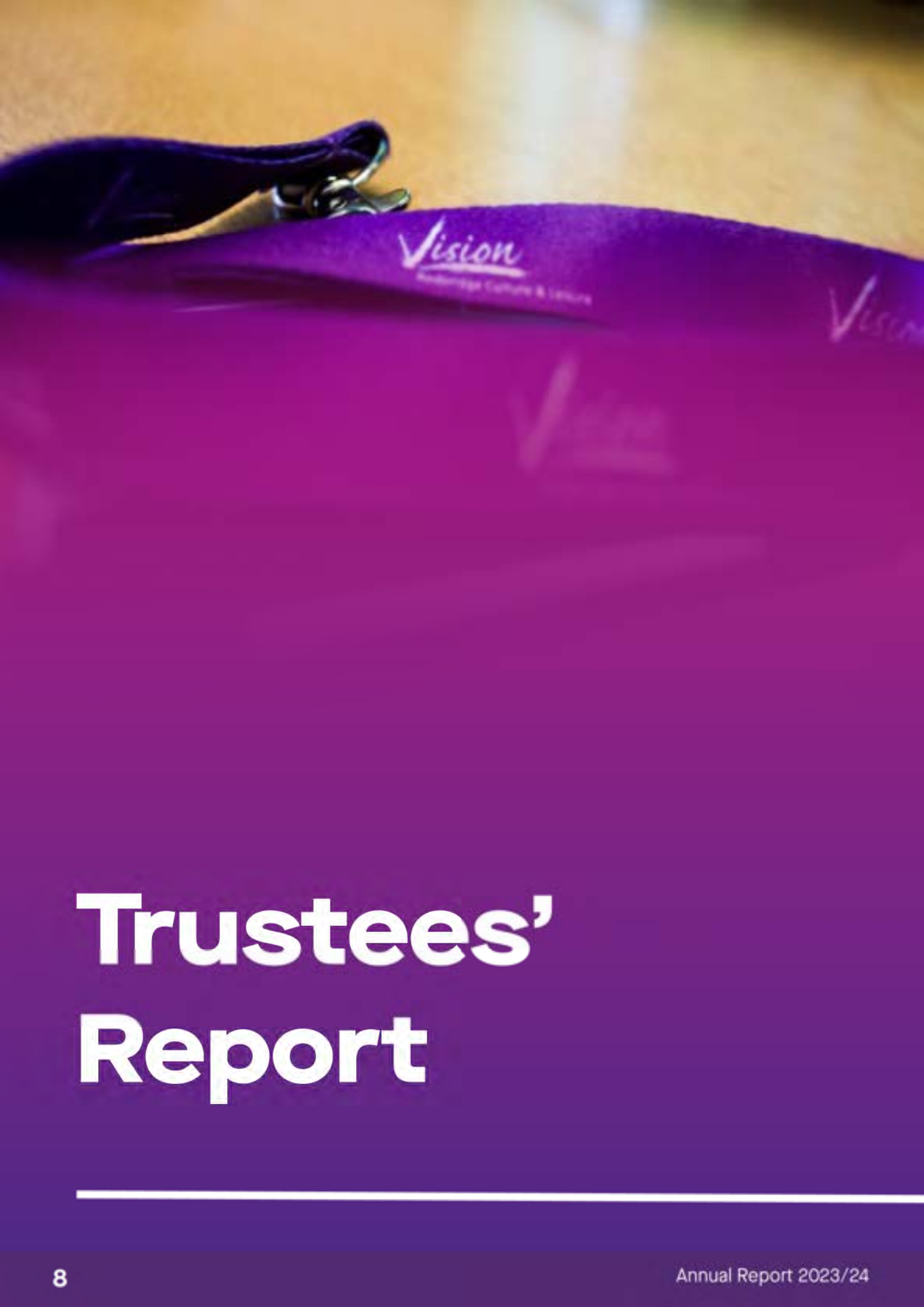
Finally, as always, I do want to give my unreserved thanks to the commitment, hard work and personal contributions of my fellow Director Trustees, volunteers and staff in what has been another very difficult and unpredictable year.



A stylized, handwritten signature in black ink, appearing to read 'M. Solder'.

Martin Solder

Chairman



Trustees' Report

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 2024. 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 from pages 73 have been prepared in accordance with the Accounting Policies set out on pages from pages 78 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. Trustees are briefed, supported and kept abreast of changes and developments across the sectors in which we operate, in addition to general company and charity governance, along with key areas of compliance such as health & safety, safeguarding and data governance.

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

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

Trustees' Report (Including Strategic Report)

**Executive Committee
Chair - Martin Solder**

**Sport & Leisure Committee
Chair - Linda Perham**

**Arts, Culture & Libraries
Chair - Catherine
Rowan**

**Staffing & Remuneration
Chair - Catherine Rowan**

**Parks & Open Spaces Committee
Chair - Brian Spinks**

**Audit Committee
Chair - Steve Wilks**

(Vacant with effect from 29th October 2023)

A review of the Trust's governance arrangements was undertaken to ensure regulatory compliance and to ensure best practice, following the Charity Commission's Governance Code Diagnostic tool and Charity Commission's Financial Control Checklist. The Parks & Open Spaces and Sport & Leisure Committees have subsequently merged in 2024.

One of the key recommendations was to undertake further recruitment to fill Trustee vacancies and ensure the board have a diverse composition. However, at this time, Trustees have decided not to undertake further recruitment until there is greater clarity on the future contract arrangements with LB Redbridge beyond 2026.



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 Directors. The Chief Executive – under delegations from Trustees – determines the SMT pay structure in consultation with the Staffing & Remuneration Committee, with roles subject to consideration of external market rates.

The total employee benefits received in 2023/24 by key management personnel are disclosed in Note 9 of the Financial Statements.

Trustees' Report (Including Strategic Report)

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

As at 5th April 2023, the Vision gender profile was as follows:



5 Male, 4 Female
Director Trustees



3 Male
Executives



7 Male, 6 Female
Senior Managers



301 Male, 343 Female
Staff



Trustees' Report - Gender Pay Gap

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

Vision is committed to the fair treatment, reward and recognition of all staff, irrespective of gender. Our pay and grading strategy is linked to the level of responsibility for a role, where each grade has a set pay range with spine points in between grades. Apart from our staff whose pay is linked to the London Living Wage or a market rate for their job role, all other permanent staff are expected to move through the pay range for their grade based on performance via an annual appraisal process. This process and policy will be reviewed in 2024/25.

As we have reported previously, due to the nature of our business and diversity of roles, Vision has no gender pay gap issues and that trend continues this year. The latest figures as at 5th April 2023 show an increase in women's median hourly pay, 16.2% higher than men's and more females positioned within the upper quartiles. When comparing the mean hourly pay, women are paid 4.4% higher than men.

As always, we continue to promote our family friendly policies and our approach to flexible working and to encourage further opportunities at senior managerial levels for women.

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.

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As always, we continue to promote our family friendly policies and our approach to flexible working and to encourage further opportunities at senior managerial levels for women.

”



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

4.4% ¹ (higher) (mean)	16.2% (higher) (median)
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Pay Quartiles

the proportion of males and females in each quartile pay band

Upper Quartile

65% Women	35% Men
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Upper Middle Quartile

57% Women	43% Men
-----------	---------

Lower Middle Quartile

48% Women	52% Men
-----------	---------

Lower Quartile

50% Women	50% Men
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Bonus Rate

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

Women's Bonus Pay is

0 (mean)	0 (median)
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Who received Bonus Pay

3.4% Men	3.2% Women
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Trustees' Report - Employee Engagement



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

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

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



Trustees' Report - Aims and Objectives



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

Our Vision: Providing places where people and communities can thrive.

Core Purpose: Supporting people and communities to thrive.

Objectives:

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



Trustees' Report - Aims and Objectives



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

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

- Diversity breadth is a priority in the provision of the culture and leisure services that we provide, often for example through providing and promoting cultural activities directly relevant to specific sections of the community, but including the broader aim of developing an understanding and appreciation in the wider community (thus promoting community cohesion). Many cultural activities especially therefore remain free of charge or low cost.
- The same commitment to public benefit prevails where services are subject to charges. For example, Vision administers Passport Membership and Flexi Pay, which is a membership and pay-as-you-go scheme at much reduced rates for Redbridge residents. Those eligible are in receipt of:
 - Pension Credit
 - Carers Allowance
 - Anyone in Full-time Education
 - Universal Credit, plus a range of qualifying disability entitlements, benefits and tax credits.

Similarly, the Music Service where fee remission is available to ensure that long-term opportunities remain accessible to low-income families.

Vision also seeks to maximise public benefit in service delivery itself and is always keen to support initiatives such as work experience schemes and volunteering initiatives, thus further engaging with the community and providing access to valuable work and life experience from which participants can directly benefit.





Our Activities

Our Activities - Arts, Culture & Libraries

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



Libraries

Managing and delivering library services through a large Central Library and ten branch libraries within Redbridge. A Schools' Library Service is also operated, which covers the wider area of North East London. The Central Library hosts a number of specialist services, including for example, Redbridge Museum and Heritage Centre and Hub Central, a community advice and information hub, and Lab Central – an interactive innovation and technology lab for digital learning and entrepreneurs. The Library hosts a number of partners on both a permanent and temporary basis, including Redbridge Council's Work Redbridge Team, Debt Free London and Redbridge Citizens' Advice Bureau.



Culture Development

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



Museum & Heritage

Redbridge Museum & Heritage Centre delivers a comprehensive education, exhibition and events programme showcasing the Borough's history, often set in a global context and in partnership with local community organisations. The local studies and archive resources support local history and family research. The Museum is currently undergoing a major redevelopment, with a formal opening scheduled for Autumn 2024, following some extended delays to the programme.



Community Services

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

Our Activities - Arts, Culture & Libraries



Vision Venues

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

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

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



Customer Support & Digital Team

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



Music Service

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

Following the national review of Music Education Hubs, Vision has partnered with eight other music services, as part of the East London Music Association, to deliver the future East London Music Hub, from September 2024. Transition arrangements will begin over the summer to the new structure and funding model.





Redbridge Drama Centre & Kenneth More Theatre

Redbridge Drama Centre (RDC) is a fringe theatre venue offers performances by professional theatre companies alongside its own resident theatre companies, driven by a new strategy and our in house production company 'Redbridge Creates'.

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

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



Our Activities - Parks and Open Spaces

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



Parks Management and Operations

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



Grounds Maintenance

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



Nature Conservation

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



Allotments

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



Events

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



Cafes

Operation and management of a bar / café at Fairlop Waters, café at Hainault Forest and café at Owls Indoor Play Centre, focusing on customer experience and food and beverage offer at all three venues.

Our Activities - Sport & Leisure

The **Sport & Leisure** division carries out a range of activities including:



Leisure Facilities

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

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

Vision also operates Redbridge Cycling Centre, Fairlop Outdoor Activity Centre and Woodford Green Gym and South Woodford Gym; the latter two as innovative integrated library/fitness facilities.



Indoor Commercial Facilities

Wanstead Youth Centre closed in October 2023 and the facility was handed back to Redbridge Council.



Our Activities - Health & Wellbeing

The Health & Wellbeing Team is a cross-cutting function, working across all divisions of the charity to manage, co-ordinate and deliver a range of sport, physical activity and health and wellbeing community programmes, including additional contracts with Redbridge Council's Public Health Team. The team offers universal programmes, as well as a referral service targeting children and young people, older people, females and people with disabilities, mental health issues or long-term health conditions.

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

In addition, the team organises sporting events for young people, adults with disabilities and health awareness events and workshops. The Team also leads on the co-ordination of the Megamix programme, offering leisure, arts and culture activity to children as an early intervention/introduction to participation.





Strategic Report 2023/24

The constitution of Vision as a charitable Trust and the breadth of services brings some key benefits, such as NNDR relief and significant VAT advantages, as well as access to external funding which directly run Council services and private sector competitors are not eligible for.

Vision is a social enterprise that is able to utilise those advantages and many others for the benefit of Redbridge residents.

The Trust has a lower cost base compared to the previous 'in-house' Culture and Leisure services which has helped to protect and expand many valued services. Alongside the financial benefits and efficiencies, Vision is focused on innovation and providing positive outcomes for our communities across a range of priorities, delivered through our facilities and services.

Where the Trust competes with the private sector, especially in the field of Leisure services, the non-profit making model enables fees and charges levied on the public to remain affordable to residents, thus maintaining accessibility and promoting inclusion. Across our portfolio we have a positive reputation for innovation and pace of working.



Achievements & Performance

As previously mentioned, the 2023/24 financial year has seen many highlights, against a backdrop of challenges presented with inflation and the cost-of-living crisis impacting significantly. A number of service development initiatives and improvements came to fruition during the year.

While the majority of services have seen activity return to pre-pandemic levels, others are on a slower trajectory, notably libraries where footfall patterns have changed post-Covid and with service redesign. However, generally we have seen performance increases across the board.

Our highlight achievements against our key objectives are as follows:



1.14 M

Library visits



42,000

Theatre tickets sold



1.44 M

Library digital and physical issues



9

Green flags awarded to Visions' parks



895,000

Leisure Centre visits



Over 56,000

Classes and workshop attendances across our Theatres



38,000


Swimming lessons delivered to adults and children



Over 3,000

Children regularly participated in music based activity throughout the year

Achievements & Performance



Our key achievements against our strategic objectives are as follows:

Objective one: To improve the health and wellbeing of local residents by providing physical, cultural and learning experiences.

Our Theatre offer at both Redbridge Drama Centre (RDC) and the Kenneth More Theatre (KMT) has worked to expand the audience offer.

Throughout the year, RDC offered weekly, fortnightly and monthly activities arranged for a number of vulnerable and underserved members of the community including Afternoon Tea with entertainment, cabaret's, drama sessions, signed performances, relaxed performances and socially distanced performances for Age UK, Redbridge Forum, Redbridge Carers, Links, Woodbine, St John's school, Haven House, Redbridge Fostering Association to name just a few. Activities were all provided in a safe and accessible environment including providing in-house entertainment in partner organisation's own venues where audience could not attend one of our theatre spaces in person.

Our theatre class membership stands at over 600 weekly members of our out of hours activities, which are available from ages 3+ months up to 93 years. A wide variety of accessible and inclusive classes including, all forms of Dance, drama, Musical Theatre, Aerial, Singing, Prop making, Devising, Lamda, Performing Arts, script writing and technical theatre were successfully delivered. Our Youth Theatre further expanded, which was a struggle post pandemic, and our adult group also reformed and is also thriving. The provision for under 5's is accessible every single day of the week with a variety of classes and performances for young families throughout the year.

The Holiday Activity Fund programme in Theatres, which was available throughout the school holidays, was almost a complete sell-out over the year. Cinema for a £1 welcomed over 1,000 visitors per day across ten days during the holidays. Our dance and drama taster sessions saw over 450 students per week across four weeks of the summer holidays, many of whom hadn't attended classes with us before.

Our ever-growing community of Theatre volunteers continues to flourish, and we now boast 40+ volunteers across both venues who provide Front of House support at all performances. Our volunteers not only learn new skills, but provide social contact and engagement with our audience members, and amongst themselves. These members are vital to our staff and our customers, and they provide an invaluable service to both the venues and the community, for which we are extremely grateful.

Accessible theatre for all members of the community is fundamental to our work, including and a developed and diverse theatre programme to reach the vast audience that we serve, in terms of both demographic and geographic diversity throughout the year. The theatres celebrated Black History month, LGBTQ History month, International Women's Day, Disability month and South East Asian Heritage month, alongside our other cultural services.

Since the pandemic, our relationships within schools and developing our educational programme has been particularly challenging across our theatres. But over the last year we have seen a slight shift in attitude, and we are starting to see schools engaging with our service again. Our provision within SEN schools is the highest it's ever been which is incredibly rewarding and both primary secondary schools are using our services for their drama productions, exams and attending performances at the Drama Centre and the KMT.

Once again, our successful pantomime season at the KMT was a particular highlight, with over 18,000 tickets sold across our six-week run. At the end of 2023/24, Theatre audience overall satisfaction was at 96%.

During the past two years, the Music Service has been expanding its provision of activities, which allows for people of all ages and abilities to participate in making music that does not require any previous experience. This includes activities that do not require the participant to have any knowledge of how to read music.

Our sign-up procedures via the Vision website allow adult learners to sign up for lessons all year round which has seen an increase in numbers participating. It is well documented that singing and well-being are very closely linked. Research by the University of Oxford has shown singing is particularly beneficial for improving breathing, posture and muscle tension. There is also evidence suggesting that singing can assist with maintaining a healthy immune system. Therefore one of our particular aims is to increase singing across all ages.

Providing a broad offer of activities which residents will identify with has been central the service activities which have been closely monitored by Arts Council England. Steel Pans have featured prominently having been part of outdoor public summer events and within the last year featured in our Festival at the Royal Albert Hall. We have recently taken on a Gamelan Teacher, Carnatic Violin and Vocal Teacher and Tabla Teacher.

The library service delivered a range of programmes, exhibitions, and services in partnership with local community groups and businesses to help residents of all ages to be healthy, creative and to learn new skills.

To support health and wellbeing the service offered information and advice sessions, regular grief cafes to support the bereaved, menopause awareness cafes, reiki and meditation sessions, community gardening activities and wellbeing activities for families such as yoga story times and much more.



Achievements & Performance

The annual Day of the Dead festival hosted at Redbridge Central library supported the service's Death Positive work. The festival attracted nearly 2,000 visitors to the library, with further engagement with over 3,000 people in Ilford High Street.

To help residents explore their inner creativity and to experience affordable cultural activities, the service hosted weekly arts and crafts sessions, writing groups, game clubs, talks, workshops, reading group activities, as well as hosting the annual arts and literature Fabula Festival and Fabula Reading challenge, where 2,500 children took part in the challenge. The service also partnered Wanstead Bookshop and Oxfam to host the second Wanstead Book Festival.

Laugh-Able, the comedy night that supports disabled comedians went from strength to strength, operating from its new base at Wanstead Library. Featuring award winning comedians sharing the platform with local artists, the night offers disabled artists and audience members a safe, inclusive space to enjoy a high-quality comedy offer.



Achievements & Performance

Throughout the year, the service ran:

- **719 Adult activities** with nearly **12,500 participants**
- **722 Story time sessions** with over **17,000 participants**
- **531 Individual class visits** involving **14,000 children**
- **1234 Children's activities** with over **25,000 participants**
- **1 Children's Book Award Event** attended by **188 children**

The Redbridge Outdoor Arts programme which is programmed into areas of low arts engagement received record audience numbers over summer 2023. The programme included community engagement strands as well as professional performances by diverse theatre companies. 35 separate performances were scheduled and seen by over 3,500 people.

For the Kings Coronation, the team hosted The King's Garden as part of the Redbridge Outdoor Arts programme in Ilford High Street to coincide with the celebrations organised by the Ilford Business Improvement District.

Throughout the year, the Museum team continued to be focused on the redevelopment of the museum, due to be open in Summer 2024.

An exhibition celebrating 120 years of adult learning in Redbridge with Redbridge Institute of Adult Education and a further exhibition by Redbridge Forum about Disability issues was hosted at Redbridge Central Library.

Vision Venues is the brand name of Visions' hire spaces. Over the past year, we have focused on enhancing community engagement across all our venues, with our library locations consistently operating near full capacity. Collaborating closely with local organisations, we provide affordable booking options for various activities, including:

Achievements & Performance

- **After-school clubs**
- **Tuition**
- **Sports and fitness groups**
- **Training courses**

This year, we were delighted to host the Woodford Arts Group at Sir James Hawkey Hall for the second consecutive year. This event offered a platform for local artists to showcase and sell their work.

In a bid to raise awareness of local history, Valentines Mansion and Gardens introduced self-guided tours of the mansion and its historic gardens. These tours enable visitors to delve into the venue's rich history, with QR codes in each room that provide access to detailed guides in both text and audio formats.

Valentines Mansion has seen over 10,000 visitors on open days throughout the year, a figure that continues to grow annually. In 2023/24, Valentines Mansion participated in and led several major social value campaigns across the organisation, including:

- **Participation in Redbridge Mega Mix, school holiday activities**
- **Mental Health Awareness Day programme of activities**
- **School children's art exhibition**
- **Black History Month exhibition**
- **Victorian Christmas at Valentines Mansion**





In 2023/24, 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. Alongside this to enhance communication and feedback mechanisms from park users, we have introduced updated signage with QR codes at Green Flag sites.

During the year we installed five memorial benches and planted 20 trees, with 10 being for memorials in Valentines Park. There has also been additional bulb and tree planting and waterway enhancements in Valentines Park.

More wildflower meadows were sown along with the existing ones for House Sparrows and Turtle Doves, and additional habitats for Hedgehogs continued to be expanded. In partnership with Butterfly Conservation, we planted the last six Elm trees to encourage Hairstreak Butterflies on Elm Walk which will replace the existing Ash trees that are drying due to old age. Also in Valentines Park, the Old English Garden was partially replanted, along with new Fan trained Fruit trees and ground cover Herbs in the Walled Kitchen Garden.

We designated 134.684 hectares for wild long-grass areas, promoting and enhancing biodiversity and ecological health throughout the borough.

Funding has been secured via the England & Wales Cricket Board to invest £800,000 into cricket facilities in Redbridge as a result of the excellent relationship between Vision and the England & Wales Cricket Board and Essex Cricket. It will include further investment in grass cricket pitches, more non-turf cricket pitches and significant investment in machinery. This project is ongoing with rollers and electric mowers delivered to three partner clubs and training undertaken.

In terms of antisocial behaviour deterrence, Vision has collaborated with community groups by removing shrubs and creating open spaces to reduce hidden areas prone to crime. Areas targeted included Benton play area, Seven Kings Park, Goodmayes Park, Loxford Park, Barkingside and Uphall Recreation Grounds, Clayhall Park and Elmhurst Gardens.

From an environmental sustainability perspective, we have reduced the use of pesticides through sustainable waste management and on-site green waste repurposing. We have prioritised the selection of drought-resistant plants and habitat creation to support local biodiversity and throughout this year have enriched over 1,500 sqm of meadow in South Park and Goodmayes Park and reinstated two wildlife invertebrate habitats.

Following a successful launch in April 2023, Hainault Forest has really found itself whilst moving from being a project through to the operational stage of its development. The site has seen fantastic numbers of visitors since reopening the farm and its new offerings of food and beverage within the refurbished barn development. The new Woodland Trust Visitor Centre has seen over 31,000 visitors in around 11 months, the forest has seen approximately 600,000 visitors, and the new website has had well in

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excess of 100,000 unique visits. The farm has been re-stocked with locally sourced animals and begun its offerings of engagement sessions and volunteering opportunities.

After the successful launch in 2022, the Homes for Ukraine programme was extended for a further 12 months. Vision hosted a second Ukraine welcome event offering discounted memberships, workshops, and sessions with a translation service. The welcome event saw 50 people attend, 39 people took up a discounted membership, four volunteers were upskilled to become self-employed and a Ukrainian choir, art club, youth and playgroup have been set up.

The London Borough of Redbridge again commissioned Vision to deliver low-cost activities over the Easter & summer holidays for children and young people within Redbridge for 2023. The MegaMix programme offered one to three-hour taster sessions and workshops at a reduced rate. The provision was changed from last year and made available for children aged from five years to 16 years old, and the age range for children with additional needs increased to 18 years. There were 40 different activities available with a total of 384 sessions, 13 film showings and 416 swimming sessions. There were over 12,200 young people booked onto at least one MegaMix session - 53% Female and 62% from the BAME population. Over 1,600 unique children attended and 112 had a registered disability.

This year, the Exercise on Referral (EoR) scheme, rehabilitation and tier two weight management pathways received a record 3,108 referrals. The EoR team has worked closely with all health professionals and have established a pathway with the Learning Disability Team to create a more inclusive pathway for patients.

Vision's child weight management programme has supported 23 families to create and develop healthier lifestyles. Of those participating the 12-week programme, 82.61% reported a maintenance or reduction of BMI. 83.67% reported an increase in fruits and vegetables consumption, 90.33% reported decrease in consumption of food products containing high levels of high fat, salt, and sugar (HFSS), 96.67% of participants identified an increase in physical activity levels whilst 80.33% reported a decrease in sedentary time.



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The Health and Wellbeing Team continue to work in partnership with Age UK Redbridge in delivering two weekly sessions Chair based exercise and Tai-Chi for participants who are over 60 years of age.

The Wellbeing Walk programme continues to grow, we now have six weekly walks, one of which is a female only walk, plus the inclusion walks. They are free and accessible to anyone of any age and ability. This year to date we have had 184 unique participants, a total of 3,240 attendees that have attended 230 walks. We now have 12 qualified walk leader volunteers. As part of the wellbeing being walk programme, we also have our weekly inclusion walks. We have the Mobility Walk for people recovering from strokes and other mobility impairments such as MS, cancer. We also have our Dementia Walk for people living with dementia, mental health illness and disabilities. This year we have had 17 unique participants and a total of 334 attendances who attended 40 walks.

Walking football sessions are delivered in partnership with Power League. The Walking football session is aimed at people aged 60+ and younger men who have a long-term health condition. The main attendees are men with an average of 22 attending per session. This year we have had 30 unique participants, 981 attendees.

Vision has made significant upgrades which have improved the group exercise experience. A new alert system had been implemented, along with a new cancellation process which has seen class occupancy level rise from 60% to 80%. The studios at Fullwell Cross have had new floors installed which has improved the customer experience.

In January 2024, new membership packages and prices were introduced following a comprehensive benchmarking exercise of the leisure industry. The updated memberships on offer reflected the demand and requirements of the local community. The new membership structure included a fees increase for the first time in seven years, which was a risk but one that was financially required. There was minimum disruption to membership live figures due to the increase and there was no impact on membership sales in the final quarter of 2023/24.



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A range of member benefits were introduced for the Premier membership, including:



**Free swimming
for children**



**Discounts on Food
& Beverage at
Vision facilities**



**Discounts on
partnership
brands**

A range of member benefits were introduced for the Premier membership, including free swimming for children, discount on Food and Beverage at Vision facilities and discount on partnership brands.

The Leisure Pass was also replaced with a new Vision Passport Membership and Flexipay pay and play scheme. This offers a reduced membership for Redbridge residents with specific requirements or who fulfil certain criteria, and the scope to be eligible for the Passport Membership has more than doubled that on offer previously through the Leisure Pass. These include for example those in receipt of disability allowance, carers allowance, universal credit or income related support, are full-time students or aged 67 years and over. The Passport Membership also provides access to Group Exercise Classes with seven-days booking in advance, which is a new offer to those paying for a concession membership and was not previously part of the old Leisure Pass.

These changes are extremely positive providing activities at a reduced membership rate to a larger percentage of the community, but also with the inclusion of group exercise classes.

Swim Vision lesson participants increased by 425 from April 2023 to March 2024, with 3,338 adults and children learning to swim each week. The lesson programme is constantly being reviewed to increase lessons where pool space and recruitment of instructors allow, with over 5,000 children on the waiting list. In January 2024, Swim England started a full audit of swimming for Vision looking at all aspects of swimming. The project will end June 2024 with recommendations offered to increase swimming participation and income for swimming lessons, club swimming, school swimming and public swimming.

Leisure Facilities continued to provide free leisure facility use for Looked After Children, which expanded to included Ukrainian refugees under 16 years old and for Council Care Leavers up to the age of 21.

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Ashton Playing Fields held a National League Athletic meeting in July 2023, which was the culmination of a very busy athletic season at both Ashton Playing Fields and Cricklefields. Both facilities hosted a range of athletics bookings, from school PE lessons to sports days, and cross-borough events. Cricklefields also held a Centenary event for Ilford Athletics Club.

Fairlop Outdoor Activity Centre provided sailing, paddlesports and raft building lessons for over 55 schools and clubs/youth clubs throughout 2023/24, as well as a summer holiday programme with 98% occupancy.

Building on last year's success, LBR Swim Club had another fantastic year at all levels. In April 2023, three swimmers made it to the Regionals. The 2023 summer season kicked off with the Basildon May gala, where the team achieved eight gold, 17 silver, and 11 bronze medals. This success continued at the Romford gala in July, with 31 gold, 20 silver, and 25 bronze medals, totalling a remarkable success of 76 medals. The December Christmas Cracker competition meet was the last of the season and to qualify for the County qualification in January 2024. The team won 10 gold, seven silver and nine bronze medals.

All the hard work during the autumn season was aimed at qualifying for the Essex County Championship. There were 14 participants this year, achieving eight medals during the first week (two gold, four silver, and two bronze), with many making it to the final top 10. During the second week, the team achieved nine medals (one gold, five silver, and three bronze), with many reaching the finals. The Basildon Spring Regional Qualifier gala in March 2024 also achieved great success, with the team winning 13 gold, 24 silver and 21 bronze medals, totalling 58 medals.



All the hard work during the autumn season was at qualifying for the Essex County Championship





Objective two: To build stronger and more sustainable communities

Redbridge Creates is a name that is becoming more widely known within our local communities but also further afield as our reputation for high quality production grows. It's the name of both our Theatre Development Strategy and our in-house production company, bringing together all of our performance arts function in music and theatre.

Redbridge Creates continues to be a strong presence and provide entertainment and performances at many local events within our borough and beyond. Not only are all of our major in house productions created by our Redbridge Creates Company, but we provide support to wider community based activities too, including school fetes, Armed Forces Day, Royal Albert Hall, the Christmas light switch on performances, Careers' Day, volunteers' day and much further afield in Dance competitions.

Offering opportunities within the community to take part in professional and amateur productions is key. We provide affordable theatre space for our local amateur dramatic companies, which is vital for their viability and the lifeblood of community theatre. Our pantomime offers open auditions to children, recruiting upwards of 24 children every year to join our professional theatre company.

Redbridge Creates held the highly anticipated and celebrated event 'Just Sing' which welcomed over 500 students from Redbridge and beyond to come together for a night of singing and celebration, with featured performances from our Youth Theatre and Musical Theatre provision. Next year we will alternate disciplines to present 'Just Dance' and we are hopeful that even more schools will engage within this event, and we will be able to celebrate a wide range of diverse cultures and communities with an extensive representation of dance styles. Hopefully engaging with many secondary schools on this occasion.

The collaboration with the Music Service at the Royal Albert Hall and offering a significant theatrical presence to this event is highly valuable, along with the upcoming production of Disney's Beauty and the Beast at the KMT shows the strengthening relationship between the two services which we anticipate will be a continuing development.

The Music Service continues to provide music for events which include the South Woodford, Fairlop Waters and Ilford Services of Remembrance along with Armed Forces Day. In addition to these events, the music service does perform several concerts throughout the year. Music is a positive tool for engaging and bringing people together. Not only do we demonstrate this through the dedication and learning of our young people in our music provision, but also through our community based music events that cross-cut all parts of our community, which we are increasing year on year.

Through our comms team we have promoted music events across the borough, offering concerts which feature different genres and appealing to our diverse community.

Throughout the year, the Libraries and Culture Development Team and the Museum and Heritage service delivered a broad range of activities, exhibitions, and events in partnership with a diverse range of community partners.

The Culture Development team supported Woodford Arts group with an Arts exhibitions at Sir James Hawkey Hall. This included supporting artists, schools' engagement, marketing, and invigilation.

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To ensure the Redbridge Outdoor Arts programme was accessible and inclusive to all, the Culture team worked in partnership with organisations such as MIND and The Spectrum Studio. There were 20 inclusive workshops, 4 of which were specifically for low functioning autistic children and their families. Over 230 people participated in one of the workshops.

The team produced easy read guides for shows, organised familiarisations tours and talks, as well as launching the Spectrum Studio in partnership with Barkingside Arts Club for children with Autism. The programme celebrated diverse artists including those from the global majority and disabled artists.

To improve opportunities for young people to engage with cultural activities, the culture development team collaborated with local youth organisation Lifeline to deliver a talent show for young people aged 13-25 at Fulwell Cross Library.

To celebrate Redbridge's diverse and vibrant community, the Culture and Libraries Team collaborated with a long list of community partners to co-create and co-deliver a broad programme of celebratory activities which included the Kings Coronation, South Asian Heritage Month, LGBTQ History Month, Windrush 75, Black History Month, Refugee Week, Islamic Heritage festival and Islamophobia Awareness Exhibition.

The libraries team hosted family arts and crafts activities to celebrate Diwali, Ramadan, Chinese New Year, Hannukah, Christmas, whilst the Culture Development team organised a series of successful Town Centre Christmas light up events in Wanstead, Seven Kings, Hainault, Barkingside, and Valentines Mansion, in collaboration with our Theatre Team. These events celebrated the diversity of Redbridge's community and brought these different communities together at a time when community relations are strained.

To improve our offer to library customers who are visually impaired (VI), we have appointed VI ambassadors and rolled out training to library staff from the RNIB. The team will continue to work with RNIB and local partners to ensure our library buildings and services meet the needs of visually and partially visual impaired residents.

The library service joined the National Databank scheme and supported 262 individuals with a free SIM card to help them stay digitally included. Our home library service regularly supplied 50 people who are unable to come to the library due to an illness, disability, or caring responsibility, with books and over 900 people were supported with applications for blue badges and other applications.

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Throughout the year and during 'Green Libraries Week' Redbridge Libraries ran repair and energy cafés, sew and mend workshops, gardening and grow clubs to help the community to save money and become more sustainable. In partnership with Redbridge Council, several cost-of-living advice sessions were delivered from libraries across Redbridge. And during the colder months, all our libraries were designated warm hubs, where residents could come and spend time keeping warm, socialising and engaging in activities.

267 people volunteered with the library service giving over 5,000 hours to support a diverse range of activities such as 1-1 IT support, helping with children's activities, supporting the home library service and more.

Colours of Redbridge is a 3-year programme funded by Arts Council England through its creative people and places funding strand. The purpose of this programme is to empower local communities to take a lead on deciding the type of cultural activities they want to see on their doorstep.

Vision, as the lead organisation on the Colours of Redbridge Consortium, has supported the project through its first year of delivery with a full team in place.

A programme team consisting of a full time Programme Director and 3 Community Engagement Officers is now in place and operates from Redbridge Central Library. The focus of the team has been to finalise the 3-year business and activity plan, create a new brand identity for the project, consult with the local community, to recruit volunteers for the 3 creative hubs and to support grass roots creative activities.

Key highlights for the project include the design competition for young people, which resulted in funding and work experience for the winner and a new name and identity for the project, 45 volunteer community producers recruited, delivery of the Here We Share creative listening sessions where over 1000 people were consulted.

These sessions captured the voices and experiences of residents in the London Borough of Redbridge, particularly focusing on the areas of Ilford, Loxford, Hainault, Fullwell Cross and organisations supporting people with care and support needs. A launch event to share the findings was attended by over 100 people and 15 grassroots projects have been supported with funding through the We can Create commissioning strand.

Parks delivered the 'Go Green Roadshow' in partnership with Redbridge Council's Neighbourhood Street Scene to promote environmental awareness. The outcome of this initiative was the





introduction of a series of roadshows used as a platform to promote our Amateur Gardening Competition and our Parks Scheme. Alongside this we have developed educational partnerships with programmes with schools and community groups focusing on organic waste and composting. We have also had successful community-led initiatives like those in Ray Park demonstrating our effective group engagement strategy.

Over 900 allotment plots are now let annually and at the same time we have developed significant partnerships with charities, community groups and schools on allotments across the Borough and delivered a programme of volunteering workdays and training events. A new water supply with dipping tanks was installed at Wanstead Park Road Allotments in partnership with Cadent Gas.

The Keep Britain Tidy 'People's Choice Award', saw Hainault Forest voted into the Top 10 parks in the country for the first time.

All members of our Events Team now hold a health and safety qualification from IOSH to NEBOSH which allows the team to better support community event organisers.

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

The Events Team delivered a successful and vibrant Wanstead Festival engaging with over 100 community groups and businesses who participated in the annual festival which is attended by in excess of 5,000 predominantly local visitors. Future developments will include initiating Vision's sustainability strategy to ensure the impact of the festival is minimised.

The Events Team has brokered contracts for external promoters to host large festivals, such as Sunbourne and Garage Nation, and is continuing to work with promoters to publicise and showcase the Borough's outdoor parks and open spaces to increase the range of events and work towards increasing income. The team has worked with a variety of community organisers, such as Redbridge Islamic Centre, Al Noor and the Festival of Cricket to enable them to produce large events in parks.

We have delivered over 1,000 hours of volunteer sessions across our parks, open spaces and allotments.

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Our theatres have a remarkable provision of accessible classes and programmes with a wide and varied range of skills and abilities available to all. Classes and courses are held at the Drama Centre and the Kenneth More Theatre, a strong and growing provision in schools and community centres and we are also available to deliver at other venues around Redbridge and neighbouring boroughs.

We offer a varied programme highlighting the diversity of our community and continuing to educate and remember the wealth of history within our borough. We present programmes that educate and celebrate Black History Month, LGBTQ History month, International Women's week, South East Asian month, The Holocaust and Disability awareness, all within the context of our theatre programme.

We provide a programme of learning and education through music, dance, drama, film and comedy and we are support collaborations with local organisations who wish to use our facilities and or facilitators to deliver a message. Our partners throughout the year included Rainbow Film Theatre, The British Film Institute, Kahani Arts, Edinburgh Fringe Comedy Festival, Pleasance Fringe Festival, Age Uk to name but a few.

The Music Service has a formidable reputation for providing quality Whole Class Ensemble Tuition (WCET). One of our schools was studied as part of the case studies compiled by the DfE in the implementation of the updated National Plan for Music Education. In the future we aspire to offer more classes aimed at adults in addition to our 1:1 adult tuition which would be modelled around WCET and group learning. This would bring down costs to those participating so they can initially engage in learning before deciding they would like to progress even further.

Although our music provision is heavily focused on music opportunities in schools and at our music centre, there are residents who have played an instrument previously who would welcome the opportunity to start (or restart) playing and to reignite their love of music. We have an alumni group, New Redbridge Wind Orchestra, who are based at our music centre in Hainault and through needs analysis and engaging with the community aim to create further opportunities for adults to re-engage with their love of music making, working in partnership with us to build a range of ensembles for people to play in.

Despite a challenging year for the nursery sector, Mildmay nursery went from strength to strength, retaining its Outstanding rating by Ofsted. The Inspectors report commended the nursery team on strong leadership and the high quality of early years care and education, particularly for children with SEN (Special Educational Needs).





Objective three: To improve the skills of our communities through participation and learning

The nursery team working in partnership with the NHS dental outreach team, gaining a GOLD Tooth Friendly Nursery Accreditation. Throughout the year, children and parents enjoyed lots of celebrations, including Eid, Diwali, and Christmas parties as well as a special Coronation tea party.

The nursery has continued to operate long waiting lists all year. This is a testament to the excellent reputation the nursery has in the local community.

To support the digital inclusion agenda the libraries team delivered the successful Tech Ilford Festival, which is now in its 5th year. Delivered in collaboration with 13 partners, over 1,909 people came through the doors of Redbridge Central Library on the day to experiment with new technologies and creative activities.

Throughout the year 263 separate activities were delivered from Lab Central, our digital makerspace in Redbridge Central Library. 3365 people of all ages participated in creative Science and Technology activities such as coding, VR, AI, and robotics.

The Lab Central team were recognised in the annual Libraries Connected Awards for the work they have done to engage young people with digital technology through the Lab Central programme, where the team won in the Digital & Information category.

270 people were supported through a Get Online session at the library where individuals learn basic IT skills. The libraries team worked in partnership with Age UK to deliver IT sessions at Wanstead and Redbridge Central Libraries.

Through the annual Fabula Reading Challenge, 2,428 children were supported with their reading throughout the summer holiday. Research shows that the annual reading challenge helps to maintain and improve literacy levels in children over the long summer break.

The Museum and Heritage service facilitated education sessions for 2,783 children during the year, and over 700 people were supported with heritage enquiries, with life-changing results for some customers who could reconnect with long lost family members.

The 'Active Body Healthy Mind' project provides adults in Redbridge the opportunity to access free activity taster sessions through Vision services. At the completion of its first year in August 2023, the project had delivered 61 sessions, including a range of group exercise sessions featuring Pilates, Zumba, Bollywood dance fitness, Bhangra fitness, box fit, bootcamp and

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yoga. A highlight was 'Dance Fitness Fest', where 200 people booked onto a 2-hour dance fitness marathon at Sir James Hawkey Hall.

During Mental Health Awareness week, various Vision services, including Health & Wellbeing, Sport & Leisure and the Arts, Culture & Libraries teams came together to offer an activity timetable featuring 25 events across the week focused on promoting positive wellbeing.

The Last Man Stands Cricket programme has continued to grow and now has five leagues and a cup competition at Hainault Recreation Ground and Seven Kings Park. The winter indoor league at Loxford Leisure Centre also continued with 17 teams totalling over 130 games. This programme highlights the desire residents have to participate in regular competitive sport, building community cohesion and engagement.

Redbridge had a team of 33 young athletes at 2023 Virgin London Mini Marathon, including a 5th place in the boys U17's.

Over 200 young people took part in 26 out of the 38 sports in the London Youth Games. The Health & Wellbeing Team provides training and support to these individuals and clubs to support local communities throughout the year. Redbridge finished 9th with 18 top Ten finishes, including 21 Gold, three silver & one bronze individual medals.

Mayfield and Fullwell Cross continued to provide the school swimming programme with 44 schools, 745 hours of teaching and over 4,500 pupils attending.

Five National Lifeguard Qualification courses were held in 2023/24, with 54 gaining a qualification and 15 of those that passed becoming permanent Vision employees.

25 swimming apprentices were in place during the year, with eight becoming Level 1 swimming instructors and four completing Swim England Level 2 qualification.

A new partnership with Lifetime Training was implemented for a new apprenticeship scheme. A range of partnerships are now on offer, including leisure management, hospitality management and leisure attendants.

External training courses took place throughout the year for all service areas, including nine



members of staff becoming IOSH Managing Safely qualified, staff renewing or completing their three-day First Aid at Work Qualification, and 94 staff completing defibrillator training.

New in-person corporate health and safety training took place for manual handling and fire marshals, and there is a 2024/25 training schedule for all relevant staff to attend.

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

- Nature Conservation, Country Parks and Parks.
- Theatre Front of House and ushers, in partnership with the Friends of RDC and KMT.
- Valentines Mansion stewarding, guides and event support, in partnership with the Friends of Valentines Mansion.
- Libraries digital support champions, storytellers, reading support champions.
- Museum and archive volunteers.
- Health & Wellbeing in support of the London Youth Games, Mini Marathon and Walk Leaders.
- In addition, we support and offer a range of work experience and personal development schemes, such as the Duke of Edinburgh award. A number of our own young people are supported through Jack Petchey awards across all services.



Objective four: To focus our resources on delivering our purpose cost effectively

The Music Service has undertaken a review of requests made and needs analysis, in order to more efficiently use our wider existing venues and staff to establish cluster areas for activities to take place. This would allow for local travel and contributing to our Green Policy/reducing emissions. Venues include the John Savage (Music) Centre, satellite centres in partnership with schools and across more Vision facilities, such as Libraries and our theatres.

As a result of the pandemic, we have become much more used to learning online. The Music Service has developed a Music Technology learning option at its Music School centre which will be a blend of in person and online. This enables those who might be lacking in time wealth to travel and engage. Following pilots, this will develop and be expanded in the coming year.

Given the high costs of operating theatres, we have ensured throughout the year that we maximise our resources and our staffing to enable the buildings to be open and operational in the most cost-effective way. This includes making sure that we are using the venues to the maximum of their capacity as far as possible.

We are constantly sweating our assets within the theatre buildings and taking care of equipment and facilities, reviewing the current stock of theatre equipment and replacing or repairing with more cost-effective results. We reuse and repurpose as many materials, sets, props and costumes as possible. This ensures that we minimise cost, but also supports the goals of our sustainability strategy.

The libraries team were successful with funding bids to improve facilities, develop services and increase engagement.



Successful Library Bids

£19,000 from Arts Council project grants to develop the Redbridge Day of the Dead arts festival and

£30,000 from Library On to develop an app to help library customers find the wide breadth of digital resources available from Redbridge Libraries.

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The service also successfully bid for, on behalf of Redbridge Council, nearly £400,000 from the Government's Library Improvement Fund for a transformation programme at Fullwell Cross Library, which will be delivered in summer 2024.

We work with a multitude of partners, with similar aims and objectives, to host their services and activities in libraries. This not only maximises the use of space, but also exposes our partners to our wide audience base, and provides more convenient and holistic access to services for residents.

As a member of The Libraries Consortium, we were able to make efficient use of our stock budgets and help reduce wait times for customers by offering seamless access to 23 partner library services via our shared catalogue and the one library card approach.

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

Vision has invested in leisure facilities during 2023/2024, with aging facilities requiring greater upkeep to ensure the customer experience is always of a high standard. Key investments include:

- Replacement of Fullwell Cross Studio 1 and Sam Ryan floors
- Painting of Ashton Playing Fields Hall
- Fairlop Outdoor Activity Centre launch craft new keel and rudder
- Cricklefields floodlights upgraded to LED lights
- Fullwell Cross changing room lockers replacement
- Fullwell Cross spa showers refurbishment



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Wanstead and Fullwell Cross Leisure Centres completed Association of Public Service Excellence returns for 2022/2023. For its type of facility, Fullwell Cross was in the 1st quartile for usage per opening hours, customer spend per head and subsidy per opening hours. For dry side facilities, Wanstead was best in group for subsidy per visit, operational recovery ratio and customer spend per head. For both facilities, the majority of indicators were improved from 2021/2022.

Fullwell Cross and Mayfield Leisure Centres had QUEST audits during 2023/24. Mayfield had a one-day unannounced visit with a Very Good score, with general observations of the facility scored as Excellent. Fullwell Cross had a two-day Quest Plus audit with an overall Good score. Health and Safety and Safeguarding scored Very Good and lifeguarding Excellent.

Sport and Leisure started a new partnership with Play Football to increase occupancy and income for outdoor all-weather pitches, with a more strategic focus on football and hockey bookings at Ashton Playing Fields, Mayfield and Loxford.

Automatic Number Plate Recognition for car park management which has been a success at Fullwell Cross and was also installed at Ashton Playing Fields and Wanstead Leisure Centre.

The Marketing team have delivered a range of successful campaigns mainly focusing on income generation and social value programmes. Promotions include a mix of printed and digital promotions to reach our targeted audiences.

Outdoor advertising consists of mixture posters on our external noticeboards on a monthly basis, banner display at Vision facilities for high priority campaigns and bus/tube advertising for Gym Memberships and annual Pantomime to increase sales. Digital marketing includes social media, Facebook adverts, using a mix of photos, video clips and designed assets, adverts on TV screens at Vision facilities and eNewsletters.

Our most popular video clip to date is the Premier Membership with over 7,700 views on YouTube.

Open rate for our monthly eNewsletters is between 28-37%. Average open rate is 21.33%

The Vision website is the key to all promotions, ensuring events, activities, campaign pages, news articles, centre information is accurate and presented to a high standard. This year the Vision website has gained over 900,000 views.

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Redbridge Holiday Mega Mix is one of our Top Ten pages with 50,000 views.

- **Kenneth More Theatre**
- **Leisure Facilities**
- **Fairlop Waters**
- **Children's events**



Social media is also a top priority for marketing, we manage content with a weekly planner to post content across all services our online platforms.

Facebook has been identified as one of the most used social media networks, Do More in Redbridge Facebook page, has an estimated reach of 400,000.

Since the visitor facilities have re-opened at Hainault Forest in April 2023, we have gained over 1,200 new followers on Instagram.

Vision Membership Sales are in excess of 4,000+ live members. In January 2024, we launched brand-new membership packages including the Premier membership. The membership includes, unlimited gym, swim and classes, discount on theatre tickets at Kenneth More Theatre and Redbridge Drama Centre, discount on food & beverage at some Vision facilities, discounts on top fitness and lifestyle brands and much more.

Virtual Tours are now available online for all leisure facilities, giving potential customers instant access to view the centres and facilities available and improving the customer journey to join online.

During the year, we insourced most of our graphic design work to achieve stronger brand presence and reduce costs. This has been successful and we are now seeing more consistency, strong application of Vision branding across all services and reduced cost alongside strong income.

We have skilled service-based staff to be able to directly add and edit website content, and event programme information in order to increase capacity and free up marketing officer time in the corporate marketing team. This is applied with strong guidelines and oversight by our marketing team to ensure appropriate content and consistent quality.

During the year we agreed a new partnership arrangement with FilmFixer to manage all commercial filming and photography opportunities at Vision facilities, dovetailing with Redbridge Council's own contract so that all sites across the borough are being strongly promoted for filming opportunities.

The Customer Support and Digital Team works across Vision to facilitate access to our activities, events and facilities, handling over 1,500 bookings, queries or help requests per month across

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the organisation. The Team also has oversight of digital service delivery, identifying both efficiencies and improved online services for customers across Vision's portfolio. Development through the year included significant improvements to customer apps in leisure and libraries, review of public wifi provision and network infrastructure. During the year we went live with a new Venue Booking system, Tracking This. Tracking This automates a large amount of previously manual work, such as creating quotes, sending out payment requests and collecting deposit payments. It also works with Venue Managers for scheduling of viewing appointments and storage of important booking documentation. The system has allowed us to save admin time in the Customer Support Team and therefore the Customer Support Team have been able to take on a wider remit across the organisation.

During the year we further developed our leisure membership offer and our mobile app, launching a range of new benefits and forging new partnerships across the leisure sector.

The app changes included:

- **New automatic space alert notifications, which has helped reduced our class no-show rate from 13% to 5%, ensuring more of our members get into our classes.**
- **We became the first leisure trust in the UK to offer Gamification directly in the app, our initial focus for this was increasing usage of our digital membership cards via our "plastic ditcher" scheme. Since launch we have seen an increase in digital card usage of 30%.**
- **We partnered with Endurance Zone to provide member rewards, with the system directly integrated with Gladstone Software. We have since seen an uplift in members requesting to upgrade to our Premier Membership, with Premier Membership numbers up just over 28%.**
- **We rolled out an IVR into our central Customer Support Team which enabled us to monitor call volume, and ensure our customers reach the right place.**
- **We have continued to develop the Vision Events System, which is now able to send automatic email reminders of events.**
- **We updated payment systems across the organisation to deliver lower transaction fees and less dependence on a single payment provider.**

In December 2023, our new customer feedback system went live, initially at the Kenneth More Theatre. This allows us to gain value audience feedback from all ticketed shows and visits to the Theatre.

The feedback uses the GovMetric platform and has now been rolled out to Parks, with Libraries and Leisure Centres to follow later in 2024, to give ongoing feedback from customers, asking a consistent set of questions across all services.

The core questions will be enhanced with specific questions tailored to the specific service or facility visited. The data collection will allow us to identify issues in real time, but also monitor trends in feedback over a long period.

Service Improvements & Future Plans

Service	Priority Development
Marketing	Streamline all social media accounts to ensure consistent posting across all platforms.
Marketing	Invest in a social media planning tool to manage all platforms and content more efficiently
Marketing	Review the purpose of Do More in Redbridge with a possible re-brand
Marketing	Raise the profile of Children's holiday and regular activities with digital content in partnership with Child Friendly Redbridge
Marketing	To deliver marketing packages as a result of Wanstead Festival sponsorship deals.
Marketing	Focused marketing plan for Vision Venues to include key events to showcase venues
Marketing	To review Corporate Branding and Hainault Forest branding guidelines (1856 Café, Foxburrows Barn and events
Music Service	To develop the Primary Schools Network meetings across the academic year.
Music Service	Intensive recruitment of pupils throughout the summer term 2024 and into autumn 2024. Through advertising and marketing in Vision venues raising awareness of clubs and lessons.
Music Service	Development of waiting area which links into the security of the building restricting access to the main parts of the building. This will require funding which may be accessed from external sources/grants
Music Service	Vocal Programme – during the next academic year we will see the return to the Royal Albert Hall for the biannual Choral Festival. This will be an opportunity to visit schools who are currently not buying in and an opportunity to offer support and guidance.
Music Service	Development of Music Technology provision in schools and at our centre. This will possibly include DJ skills and sound production. There is also the potential for link up work with KMT and the work they undertake around sound.
Music Service	Vocal Programme – during the next academic year we will see the return to the Royal Albert Hall for the biannual Choral Festival. This will be an opportunity to visit schools who are currently not buying in and an opportunity to offer support and guidance.

Service Improvements & Future Plans

Service	Priority Development
Libraries	Fullwell Cross Library Refurbishment
Libraries	Apply for funding to develop library events programme and facilities
Libraries	Develop adult programmes to encourage book borrowing
Culture Development	Apply for external funding to develop Outdoor Arts Programme
Culture Development	Ensure the Outdoor Arts Programme reflects the diversity of the community, with a particular focus on under-represented communities by programming Black & Asian led arts organisations, reflecting underrepresented artists & communities & engaging diverse audiences.
Culture Development	Develop engagement opportunities for underrepresented communities which includes SEND families, people with disabilities and young people
Museum & Heritage Service	Complete the Museum Redevelopment and open to the public
Museum & Heritage Service	Develop temporary exhibitions and events programme
Mildmay Nursery	Expansion of the Nursery to generate additional income
Mildmay Nursery	Refurbish garden and update play equipment
Schools Library Service	Deliver the Redbridge Book Awards
Schools Library Service	Develop business model and income generation opportunities; provide a refreshed business model and plan

Service Improvements & Future Plans

Service	Priority Development
Colours of Redbridge	Apply for ACE funding for extension year
Colours of Redbridge	Launch and deliver community led culture programme
Colours of Redbridge	Increase capacity of programme delivery team
Colours of Redbridge	Develop volunteering opportunities
Theatres	Expanding our provision of theatre activity workshops for older members of the community, including healthy activity through Dance/movement workshops delivered in house or at the venues
Theatres	Continue to focus on the diversity of the theatre provision and review RDC Theatre Programme
Theatres	Continue to provide a more sustainable service for the borough, reducing use of plastic, continue with zero landfill, increase recycling. Monitor and encourage use of transport and travel to work.
Theatres	Increase the educational delivery across the borough and other boroughs. Investigate funding to provide and reinstate TIE presence within the borough. Particularly focusing on social issues identified in the borough, such as knife crime, domestic violence and misogyny
Theatres	Increase the provision of activities during the week days for all members of the community particularly in Ilford
Theatres	Increase regular weekday evening programming at the KMT.
Theatres	To increase theatre membership take up
Theatres	To contribute towards the Royal Albert Hall in March 2025
Theatres	To develop Redbridge Creates and to explore touring productions and pantomimes and producing in other venues, with the aim of our first external pantomime production on tour for winter 2025
Leisure Facilities	Host a National League Athletics Meeting at Ashton Playing Fields in July 2024.
Leisure Facilities	Install assisted lifeguard technology at Fullwell Cross and Mayfield Leisure Centres.
Leisure Facilities	Refurbish Fullwell Cross Leisure Centre changing rooms, through the London Borough of Redbridge capital programme

Service Improvements & Future Plans

Service	Priority Development
Leisure Facilities	Outsource angling operations at Fairlop Waters with new angling operator.
Leisure Facilities	Grow the LBR Swim Club to 225 live members and have swimmers in regional galas.
Leisure Facilities	Work with London Borough of Redbridge on the refurbishment and development of the new Wanstead Leisure Centre pool
Leisure Facilities	Work with London Borough of Redbridge on the Lido project
Leisure Facilities	Install new furniture at Fairlop Waters Boat House and Hainault Forest 1856 Cafe.
Leisure Facilities	Move membership and swimming lessons from DFC to Gladstone in September 2024.
Leisure Facilities	Programme of redecoration across gyms and Ashton Playing Fields' hall.
Leisure Facilities	Install pool cover at Mayfield Leisure Centre through Sport England grant funding.
Leisure Facilities	Support/manage the delivery of capital improvement works on behalf of Redbridge Council including: <ul style="list-style-type: none"> • Redbridge Cycling Centre roof • Fullwell Cross Leisure Centre Changing Rooms • Central Library customer toilet improvements Redbridge Music Service window replacement
Leisure Facilities	Complete Central Library CCTV and access control replacement
Leisure Facilities	Introduce ANPR parking at Mayfield Leisure Centre.
Leisure Facilities	Fairlop Outdoor Activity Centre to host kayaking and canoeing for London Youth Games events in June 2024.
Health & Wellbeing	Secure a further 12-month extension for the Musculoskeletal contract, Homes 4 Ukraine and Mega / Mini Mix.

Service Improvements & Future Plans

Service	Priority Development
Health & Wellbeing	Identify alternative use options for Mildmay House and develop proposals/business case for Redbridge Council's consideration
Health & Wellbeing	Update the inclusion criteria for the Exercise-on-Referral scheme to manage demand and maintain a high standard of service.
Health & Wellbeing	Improve pathways within primary schools to increase referrals for Active Stars.
Health & Wellbeing	Pilot a new check-in service for group exercise classes at South Woodford Library & Gym.
Health & Wellbeing	New Holiday Activities Programme at Little Heath School (Sports Stars).
Health & Wellbeing	A new Walks for Wellbeing Walk Programme and new community classes for older people
Hainault Forest	At Hainault Forest, continue with the delivery of the Activity Plan. This will include providing support in the development of the skylark protection zone for this ground nesting Schedule I protected species.
Parks Operations	To further develop the project to improve cricket facilities within our parks and open spaces.
Fairlop Waters	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.
Events	To develop our events programme in parks and encourage more people to come to the borough to enjoy both community and commercial events.
Food & Beverage	To develop our food and beverage offer across Hainault Forest, Fairlop Water and key Vision Venues.
Executive	Introduce customer feedback surveys in parks and open spaces, Libraries and Leisure Centres.
Executive	Deliver a new Equality, Diversity and Inclusivity strategy for Vision
Executive	Work with Redbridge Council to secure investment and complete heritage capital improvement works to Valentines Mansion

Service Improvements & Future Plans

Service	Priority Development
Executive	Complete the review and refresh of Safeguarding processes, policies and procedures
Customer Support & Digital	Complete in-sourcing of Direct Debit management and processing
Customer Support & Digital	Introduce customer feedback surveys in parks and open spaces, Libraries and Leisure Centres.
Customer Support & Digital	Centralise membership administration and sales within the Customer Support Team.



This year saw the launch of Vision's Sustainability Strategy and work commenced on implementation of the action plan to achieve our goal of reaching net zero by 2050. Our baseline carbon footprint for the fuel and energy that we directly use in our operations has been reduced by 1,443 tonnes from 4,409 tonnes. The use of both gas and diesel has reduced, and an additional zero-rated biomass boiler has come on stream. Vision has also moved all of its electricity supply to green tariffs.

Smart electricity meters have been installed and comprehensive surveys have been undertaken on all gas and water meters, with the cost of improvement plans identified.

A number of grant applications were submitted, and Vision was successful in securing funding for new pool covers at Mayfield Leisure Centre and Independent Energy assessments at the Central Library, Fullwell Cross Leisure Centre and Library, which will provide costed improvement plans.

**Three films,
together with
media segments,
were produced
to raise aware-
ness of Climate
Change, Vision's
Sustainability
Strategy and
Nature and
Conservation**





Financial Review 2023/24

For the financial year ended 31st March 2024, the Management Fee received from the Council continues to be a key, source of funding for Vision.

The total Management Fee received in 2023/24 was £9,340,000; this was £685,000 more than the previous year, after the delivery of agreed savings and an inflation increase based on CPI of 10.1%. This increase was mainly due to the CPI of 10.1% compared to the previous year of 3.1%, although in reality there is a lag to the inflation being applied and this has proved to be a challenge to in keeping pace with inflation pressures. The Management Fee will increase in line with September CPI of 6.7% in 2024/25.

The total customer income generated from Direct Services in 2023/24 was £12,498,000. This was a significant increase from the previous year which generated £10,229,000. The increased income is attributable to a rise in fees and charges to reflect the rising costs of service delivery and volume growth.

Furthermore, Hainault Forest café, which had a full year of operation, added over £700,000 to the revenue lines. Revenue increases have moved significantly to reflect a return to pre-Covid levels with a significant growth in Membership, Theatre and Halls income. However, the cost-of-service delivery is still a major challenge for the industry.

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



Statement of Financial Activities (SOFA)

An overall net deficit of £317,000 has been recorded for 2023/24 within the Unrestricted (General) Funds after a contribution of £100,000 was made to cater to the rising cost of maintenance, repairs, and renewals. This has resulted in a decrease in the General Fund Reserve from £516,000 to £199,000.

The Charity continues to face numerous ongoing cost pressures relating to supplies and services, maintenance contracts, as well as all building related work. There are also escalating salary costs, the pressure of funding the London Living Wage on non-management fee services, plus a significant increase on costs for the small number of facilities that are not in the fixed price utility contract.

Vision and Redbridge Council have reached agreement to fully fund the National Living Wage costs and the transition to the London Living Wage in 2023/24. In practical terms, all Vision staff currently being paid £11.95 will be paid £13.15. The Council will add a sum of approximately £1,100,000 to the management fee with Vision then becoming solely responsible for any increases from 2025/26.





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

The principal risks currently faced by the Trust as identified in the Risk Register are:

(i) Contract with London Borough of Redbridge Beyond 2026

Discussions with the Council have taken place to discuss their future strategy for all the Vision services. A Prior Information Notice was published in June 2024 that will lead to an assessment of the market, followed by a Cabinet Report in the autumn, recommending the future direction for contracting arrangements.

Vision is the only Leisure and Cultural Trust delivering such a broad range of services and the indication is that the Council will want to retain the grouping. It is hoped that the result will be negotiations that lead to a new long-term agreement.

(ii) Financial Stability

A significant amount of work has taken place to analyse all income streams and future income projections with managers across the company. A similar exercise was also done in relation to expenditure and employee costs that feed into the pressures in the Medium-Term Financial Plan. The challenge is around the funding of the future costs of the London Living Wage following the addition of over £1.1m of additional management fee income from the Council. Vision will be required to fund all future increases from the annual CPI increases to the management fee.

(iii) Recruitment and Retention

There have been significant improvements in the last year but there are two roles where recruitment is still a challenge. These include hospitality roles, although it appears that vacancies have reduced, and Lifeguards. Recruiting lifeguards is a major difficulty and we are currently using managers and casual staff to cover. In the autumn, new AI technology will be introduced to assist Lifeguards significantly. This will also increase the swimmer to lifeguard ratio meaning that three full-time lifeguard posts will no longer be required.

(iv) Health and Safety Procedures

Health and Safety is an ongoing risk that is taken seriously and managed on an ongoing basis. Mitigations in place include the Corporate Health and Safety group, the operational Health and Safety group, both of which are supported professionally by the NFU. A formal review of the Health and Safety manual is in progress and a new training programme has also now been established.

(iv) Safeguarding Procedures

A new corporate safeguarding policy has been put in place and an external safeguarding review is planned for the summer of 2024. Safeguarding training has been set up for all staff, casuals and volunteers, and there is a nominated senior manager safeguarding lead to oversee all safeguarding arrangements and who links with the Local Authority Designated Officer (LADO) and other agencies as required. Vision's Chief Executive sits on the local strategic safeguarding board.

(v) Data Governance and CyberCrime

Given the increasing threat of cyber-crime and complexity of data in an ever increasing digital world, we are continuously reviewing our arrangements and working with partners to strengthen our approach and risk of attack. We are providing ongoing training and support to staff around good data governance.



The Medium-Term Financial Plan (MTFP) and Going Concern Judgment

The Charity continues to face a number of ongoing cost pressures as well as challenges to generate significant additional income in non-management fee supported services, particularly Leisure Centres, Theatre and Halls. Vision and Redbridge Council have agreed a position to fully fund National Living Wage costs and a sum of in excess of £1,100,000 will be added to the management fee in 2024/25.

The Medium-Term Financial Plan has been managed carefully and as a consequence of the uncertainty of income streams and salary and inflationary pressures, a new iteration that reflects the risks above was presented to board in June 2024.

The Trustees have further considered the Charity's budget plans and income projection scenarios and it is anticipated that with controlled expenditure and a proactive approach to income generation, a positive outcome will be achieved in 2024/25 and beyond, and that the Charity will be able to meet all debts as they fall due. Following this prudent approach throughout the year and the cautious approach into the next 12 months, it is the Trustees' view that the Charity is able to continue as a going concern.



Asset Management

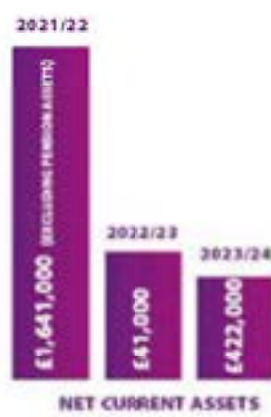
Protecting and maintaining the property and equipment portfolio within the terms of the Council contract remains a challenge. The annual “Maintenance, Repairs & Renewals” (MRR) allocation within the Management Fee is restricted for these purposes. This level of funding available remains a challenge with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

Balance Sheet

The Net Assets held as of the 31st March 2024 is £1.018 million. The decrease is the result of a £317,000 net drawdown on general funds and a net movement in restricted funds of £13,000.

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

There has been a decrease of £463,000 in Net Current Assets (£41,000 in 2022/23 to £422,000 in 2023/24). The current ratio has decreased to 0.80 compared to 1.0 in 2022/23.



Under the terms of the Funding and Management Agreement, the two critical risks to Vision of an increase in the employer contribution rate and an exit payment have been addressed and the Council will reimburse Vision for both.



Reserves Policy

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

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:

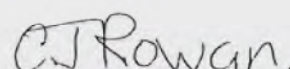
- **There is no relevant audit information of which the Trust's auditors are unaware; and**
- **The Trustees have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of that information.**

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:



Trustee



Trustee

The Trustees' report, including the Strategic Report, was approved by the Board on 12th September 2024.



Auditors' Report 2023/24

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 2024 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 65, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the Financial Statements

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

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

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

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

Explanation to what extent the Audit was considered capable of detecting irregularities, including fraud

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

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

Our approach was as follows:

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

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

Use of our report

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

Moore Kingston Smith LLP

Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP,
Statutory Auditor

Date: 4 October 2024

6th Floor
9 Appold Street
London
EC2A 2AP



Financial Statements 2023/24

Statement of Financial Activities Including Income and Expenditure Account – Year ended 31st March 2024

		Unrestricted Funds			Total 2023/24	Total 2022/23
	Note	General Funds £000's	Designated Funds £000's	Restricted Funds £000's	£000's	£000's
<u>Income and endowments from:</u>						
Charitable Activities						
• Direct Services Income	2	12,498	-	-	12,498	10,229
• Grants and Contributions		-	-	1,748	1,748	1,786
• Management Fee		8,229	-	1,111	9,340	8,655
• Other Income		495	-	-	495	617
Total		21,222	-	2,859	24,081	21,287
<u>Expenditure on:</u>						
Charitable Activities						
• Culture and Libraries		6,668	-	3,258	9,926	10,036
• Parks and Open Spaces		5,022	-	580	5,602	6,404
• Sport and Leisure		7,790	-	1,093	8,883	6,357
Total	3	19,480	-	4,931	24,411	22,797
Net Income/ (Expenditure) before Transfers		1,742	-	(2,072)	(330)	(1,510)
Transfers between funds	17,18	(2,059)	-	2,059	-	-
Net Income/ (Expenditure) after Transfers		(317)	-	(13)	(330)	(1,510)
<u>Other Recognised Gains/ Losses</u>						
Actuarial (Losses)/ Gains on Defined Benefit Pension Schemes	16	-	-	-	-	-
Net Movement in Funds		(317)	-	(13)	(330)	(1,510)
<u>Reconciliation of Funds</u>						
Total Funds Brought Forward	19	516	-	832	1,348	2,858
Total Funds c/fwd		199	-	819	1,018	1,348

Financial Statements

Balance Sheet - (As 31st March 2024)

		31st March 2024		31st March 2023	
	Note	£000's	£000's	£000's	£000's
Fixed Assets					
Tangible Fixed Assets	12		1,440		1,307
Current Assets					
Pension	16	-	-	-	-
Stock		29		29	
Debtors/ Prepayments	14	1,192		1,482	
Cash at Bank and in Hand		430		803	
Total Current Assets		1,651		2,314	
Liabilities					
Creditors: Amounts Falling Due Within One Year	15	2,073		2,273	
Net Current Assets			(422)		41
Total Assets Less Current Liabilities			1,018		1,348
Provision for Liabilities: Defined Benefit Pension Scheme	16		-		-
Net Assets			1,018		1,348
The Funds of the Charity					
General Fund	17		199		516
Designated Funds	17		-		-
Designated Pension Reserve	17				
Restricted Funds	18		819		832
			1,018		1,348

The Financial Statements were approved by the Board of Trustees and authorised for issue on 12th September 2024 and signed on their behalf by:



Trustee



Trustee

Cash Flow Statement - (Year end 31st March 2024)

	2023/24 £000's	2022/23 £000's
Cash Flow from Operating Activities	311	(863)
Cash Flow from Investing Activities		
• Interest Received	25	10
• Capital expenditure	(709)	(647)
Increase (Decrease) in Cash in Year	(373)	(1,500)
Note i - Reconciliation of Cash Flow from Operating Activities		
Net Incoming Resources after Transfers	(330)	(1,510)
Defined Benefit Pension Charge	-	-
Defined Benefit Pension Contributions Paid	-	-
Interest Received	(25)	(10)
Decrease (Increase) in Stock	-	(4)
Decrease (Increase) in Debtors and Prepayments	290	583
Increase (Decrease) in Creditors	(200)	(479)
Depreciation	576	557
Net Cash Flow from Operating Activities	(311)	(863)

	31st March 2023	Movement in Year	31st March 2024
	£000's	£000's	£000's
Note ii - Analysis of Cash and Cash Equivalents			
Cash at Bank and In Hand	75	19	94
Short-Term Deposits	728	(392)	336
Total	803	(373)	430

	2023/24 £000's	2022/23 £000's
Note iii - Reconciliation of Cash Flow to Movement in Net Funds		
Increase (Decrease) in Cash in the Year	(373)	(1,500)
Movement in Net Funds in the Year	(373)	(1,500)
Opening Net Funds as at 1st April	803	2,303
Closing Net Funds as at 31st March	430	803



Notes to the Financial Statements 2023/24

Notes to Financial Statements (Year ended 31st March 2023)

Note 1 - Accounting Policies

Basis of Accounting

These Financial Statements have been prepared under the historical cost convention and in accordance with the Charities Statement of Recommended Practice (SORP) (FRS102) 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

Owing to the ongoing cost pressures, as well as challenges to generate income in non-management fee supported services (particularly Leisure Centres, Theatres and Halls), the charity ended the year with a loss on its activities of £330,000 and a net current liabilities position of £422,000. The principal income stream for the charity is the management fee from London Borough of Redbridge ("the Council") which is contracted until 31 March 2026, which increases by CPI, from April 2025, mitigating inflationary pressures. The charity has also secured agreement from the Council that the Council will, from April 2025, increase the management fee by a further sum to stave off the impact of the increases in the London Living Wage. Shortly after the year end, the next instalment of the management fee for the coming year was received, restoring the net current assets position. The Trustees have reviewed management's forecasts and income projection scenarios and are confident that with controlled expenditure, and a proactive approach to income generation, a positive outcome will be achieved over the course of at least 12 months following the approval of these financial statements and the Trustees are satisfied that the charity will be able to meet all debts as they fall due.

Given the above, the trustees continue to adopt the going concern basis in the preparation of the financial statements.

Estimates and Judgements

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

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

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

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

Notes to the Financial Statements

Income from Charitable Activities

Income is received from three major sources:

Direct Services Income

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

Management Fee

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

Grants and Other Contributions

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

Expenditure on Charitable Activities

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

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

Direct Services Expenditure

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

Grant Funded Activities

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

Other Expenditure

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

Allocation and Apportionment of Support Costs

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

Note 1 - Accounting Policies continued

Financial Instruments

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

Tangible Fixed Assets

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

Vision Fixed Assets

Tangible Fixed Assets are held for use in the supply of services and are expected to be used for more than one financial year. Expenditure on the acquisition, creation or enhancement of such assets is treated as capital provided that the future economic benefits or service potential will flow to Vision. Expenditure that maintains but does not add to an asset's 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 £7,000. 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 & Motor Vehicles	20 to 33.3% per annum
Furniture	10% per annum

Note 1 - Accounting Policies continued

• Depreciation cont

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

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

• Impairment

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

Leased Assets

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

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

Stocks

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

Pension Costs

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

The current Funding and Management Agreement with the Council includes a "pass through" approach in relation to the Local Government Pension Scheme. "Pass through" reflects the generally accepted market position in relation to LGPS and the associated risk for operators.

Note 1 - Accounting Policies continued

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

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

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

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

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

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

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

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

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

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

Notes to the Financial Statements

Note 1 - Accounting Policies continued

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

Fund Accounting

The funds of the Trust fall into two main types:

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

Note 2 - Direct Services Income

	Unrestricted Funds	Restricted Funds	Total 2023/24	Total 2022/23
	£000's	£000's	£000's	£000's
Culture and Libraries	3,477	-	3,477	3,229
Parks and Open Spaces	2,298	-	2,298	2,637
Sport and Leisure	6,723	-	6,723	4,363
Total	12,498	-	12,498	10,229

Notes to the Financial Statements

Note 3 – Resources Expended

	Direct Expenditure	Support Costs	Deferred Benefit Pension	Total 2023/24	Total 2022/23
	£000's	£000's	£000's	£000's	£000's
Unrestricted Expenditure					
Culture and Libraries	6,184	484	-	6,668	6,585
Parks and Open Spaces	4,707	315	-	5,022	5,460
Sport and Leisure	7,389	401	-	7,790	5,303
Sub Total	18,280	1,200	-	19,480	17,348
Restricted Expenditure					
Culture and Libraries	3,258	-	-	3,258	3,451
Parks and Open Spaces	580	-	-	580	944
Sport and Leisure	1,093	-	-	1,093	1,054
Management & Support	-	-	-	-	-
Sub Total	4,931	-	-	4,931	5,449
Total Resources Expended	23,211	1,200	-	24,411	22,798

Notes to the Financial Statements

Note 4 - Support Costs

	Culture and Libraries	Parks and Open Spaces	Sport and Leisure	Total 2023/24	Total 2022/23
	£000's	£000's	£000's	£000's	£000's
ICT	219	116	182	517	462
HR and Payroll	42	22	34	98	98
Insurance	135	71	111	317	261
Cash Collection	3	2	3	8	11
Tree Surgery	-	59	-	59	59
MHR Payroll	31	16	26	73	55
Governance Cost	54	29	45	128	105
Management and Support	-	-	-	-	-
Total	484	315	401	1,200	1,051

Notes to the Financial Statements

Note 5 - Statement of Financial Activities Including Income and Expenditure Account - Year ended 31st March 2023

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

Notes to the Financial Statements

Note 5 - Statement of Financial Activities Including Income and Expenditure continued - (Year ended 31st March 2023)

Reconciliation of Funds

Total Funds Brought Forward	19	1,286	-	1,572	2,858	(10,291)
Total Funds c/fwd		516	-	832	1,348	2,858

Direct Services Income

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

Resources Expended

	Direct Expenditure	Support Costs	Deferred Benefit Pension	Total 2022/23	Total 2021/22
	£000's	£000's	£000's	£000's	£000's
Unrestricted Expenditure					
Culture and Libraries	6,091	494	-	6,585	6,764
Parks and Open Spaces	5,127	333	-	5,460	4,424
Sport and Leisure	5,079	224	-	5,303	5,871
Sub Total	16,297	1,051	-	17,348	17,059

Note 5 - Statement of Financial Activities Including Income and Expenditure continued - (Year ended 31st March 2023)

	Direct Expenditure	Support Costs	Deferred Benefit Pension	Total 2022/23	Total 2021/22
	£000's	£000's	£000's	£000's	£000's
Culture and Libraries	3,451	-	-	3,451	4,021
Parks and Open Spaces	944	-	-	944	405
Sport and Leisure	1,054	-	-	1,054	808
Management and Support	-	-	-	-	(80)
Sub Total	5,449	-	-	5,449	5,154
Total Resources Expended	21,747	1,051	-	22,798	22,213

Support Costs

	Culture and Libraries	Parks and Open Spaces	Sport and Leisure	Total 2022/23	Total 2021/22
	£000's	£000's	£000's	£000's	£000's
ICT	295	107	60	462	481
HR and Payroll	37	31	30	98	99
Insurance	98	82	81	261	261
Cash collection	1,054	-	-	1,054	808
Tree Surgery	-	59	-	59	59
MHR Payroll	21	17	17	55	56
Governance Cost	39	33	33	105	96
Management and Support	-	-	-	-	-
Total	494	333	224	1,051	1,068

Notes to the Financial Statements

Note 6 - Grants Paid

Organisations	2023/24 £000's	2022/23 £000's
Community Centres	39	39
Arts	1	42
Total	40	81

Note 7 - Auditor Remuneration

	2023/24 £000's	2022/23 £000's
Statutory Audit	39	34
Audit fee in respect of prior year audit	14	14
Total	53	48

Note 8 – Trustees

No Trustees (or any person connected with them) received remuneration in 23/24 (22/23 nil). One Trustee was reimbursed £12 for travel expenses in 23/24 (22/23 nil)

Note 9 - Employees

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

Employee Numbers	2023/24	2023/24 FTE	2022/23	2022/23 FTE
Culture and Libraries	274	150.57	252	149.95
Parks and Open Spaces	116	75.53	114	78.42
Sport and Leisure	253	102	266	97.60
Management and Support	17	15.40	14	13.40
	660	343.50	646	339.37

Notes to the Financial Statements

Note 9 - Employees continued

Employee Costs	2023/24	2022/23
	£000's	£000's
Wages and Salaries	11,587	10,327
National Insurance Contributions	936	845
LGPS Pension	535	563
Other Pension	437	395
Agency and Private Instructors	560	469
Redundancy	19	30
Total	14,074	12,629

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

	2023/24	2022/23
£60,000 to £69,999	7	2
£70,000 to £79,999	1	1
£80,000 to £89,999	2	1
£90,000 to £99,999	-	-
£100,000 to £109,999	-	-
£110,000 to £119,999	-	1
£120,000 to £129,999	1	-
Total	11	5

Total pension costs paid to these employees amounted to £135,100 (22/23: £83,114)

Remuneration of Key Management Personnel

Total emoluments paid to the key management personnel (Chief Executive, Head of Culture & Libraries, Head of Parks & Open Spaces) totalled £389,795 in 2023/24 (£376,891 in 2022/23).

Note 10 - Taxation

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

Note 11 - Related Party Transactions

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

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

During the year, £4,260 was paid to, and Venue hire of £16,178 was received from, Frenford Clubs, a charity of which Martin Solder, the Chair of Trustees, is also a Trustee.

There are no other Related Party Transactions to report for 2023/24.

Notes to the Financial Statements

Note 12 - Tangible Fixed Assets

	Building Works	Plant & Equip.	Gym Equip.	Office Equip.	Refurbs. & Fittings	IT Equip.	Total
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Cost							
At 1st April 2023	465	1	187	9	2,601	653	3,916
Additions in Year	-	-	20	7	616	66	709
Disposals in Year	-	-	-	-	-	-	-
At 31st March 2024	465	1	207	16	3,217	719	4,625
Accumulaed Depreciation							
At 1st April 2023	465	1	74	2	1,529	538	2,609
Charge for the Year	-	-	17	2	525	32	576
Disposals in Year	-	-	-	-	-	-	-
At 31st March 2024	465	1	91	4	2,054	570	3,185
Net Book Value							
At 31st March 2023	-	-	113	7	1,072	115	1,307
At 31st March 2024	-	-	116	12	1,163	149	1,440

Notes to the Financial Statements

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 2024 the company was dormant, as defined by Company Law.

Note 14 - Debtors

	31st March 2024 £000's	31st March 2023 £000's
Trade Debtors	411	856
Other Debtors	-	-
Provision of Bad and Doubtful Debt	(13)	(22)
Prepayments and Accruals	794	648
Total	1,192	1,482

Note 15 - Creditors: Amounts Due Within One Year

	31st March 2024 £000's	31st March 2023 £000's
Trade Creditors	181	111
Tax and Social security	538	533
Accruals	1,092	1,292
Deferred income	262	337
Total	2,073	2,273

Deferred Income Analysis

	2023/24 £000's	2022/23 £000's
Balance April 1 st	337	297
Charged in Year	337	297
Deferred in Year	262	337
Balance March 31 st	262	337

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

	2023/24	2022/23
Employer's Contributions (£000's)	535	563
Employer's Contribution (%)	23.1	23.1
Number of Members	238	238

Note 16 - Pension Costs continued

Reconciliation of Defined Benefit Obligation

	2023/24	2022/23
	£000's	£000's
Opening Defined Benefit Obligation	28,563	41,256
Current Service Cost	651	1,142
Losses /(Gains) on Curtailments	-	-
Effect of Business Combinations and Disposals	-	-
Interest Cost	1,356	1,122
Total Defined Benefit Recognised in SOFA	2,007	2,264
Contribution by Members	157	152
Estimated Benefits Paid	(853)	(660)
Re-measurements		
Changes in Actuarial Assumptions	(2,152)	(16,292)
Other Experience	828	1,843
Closing Defined Benefit Obligation	28,550	28,563

Reconciliation of Plan Assets

	2023/24	2022/23
	£000's	£000's
Opening Fair Value of Employer Assets	29,147	31,670
Interest Income	1,381	855
Effect of Business Combinations and Disposals	-	-
Total Defined Benefit Recognised in SOFA	1,381	855
Contribution by Members	157	152
Contributions by Employer	535	563
Benefits Paid	(853)	(660)
Other Experience	-	(502)
<u>Re-Measurements</u>		
Return on Assets	1,681	(2,931)
Closing Fair Value of Employer Assets	32,048	29,147

Notes to the Financial Statements

Note 16 - Pension Costs continued

Reconciliation of Total Cost of Defined Benefit Liability

	2023/24 £000's	2022/23 £000's
Current Service Cost	(584)	(1,026)
(Losses)/Gains on Curtailments	-	-
Effect of Business Combinations and Disposals	-	-
Net Interest	25	(267)
Charge to Net (Income)/Expenditure	(559)	(1,293)
<u>Re-Measurements</u>		
Changes In Actuarial Assumptions	2,152	16,292
Other Experience	(828)	(2,345)
Return on Assets	1,681	(2,931)
Total Re-Measurements	3,005	11,016
Employers Contribution	535	563
Surplus or (Deficit) in Scheme	3,547	9,607
Opening Balance – Surplus/(Deficit)	584	(9,586)
Closing Balance – Surplus/(Deficit)	3,498	584

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

Fair Value of Plan Assets – Values

	31st March 2024	31st March 2023	31st March 2022	31st March 2021	31st March 2020
	£000's	£000's	£000's	£000's	£000's
Equities	18,908 (59%)	20,986 (72%)	22,803 (72%)	21,986 (73%)	16,079 (8%)
Bonds	7,051 (22%)	2,623 (7%)	2,850 (9%)	4,518 (15%)	5,202 (22%)
Property	5,769 (18%)	5,538 (21%)	6,017 (19%)	3,313 (11%)	2,128 (9%)
Cash	320 (1%)	- (0%)	- (0%)	301 (1%)	237 (1%)
Total Fair Value of Plan Assets	32,048 (100%)	29,147 (100%)	31,670 (100%)	30,118 (100%)	23,646 (100%)

Note 16 - Pension Costs continued

Actuarial Assumptions

	31st March 2024	31st March 2023
	(%pa)	(%pa)
Pension Increases	2.75	3.00
Salary Increases	2.75	3.00
Discount Rate	4.85	4.75

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 of 31st March 2024, there were 70 employees in the TPS. (31st March 2023 there were 56 employees)
- Friends Provident ("Stakeholder Pension")**
 As of 31st March 2024, there was one employee with a Stakeholder Pension.
- Friends Life ("Group Pension Plan")**
 The continued application of "auto-enrolment" during the financial year has seen a growing number of employees taking out a Group Pension Plan through Aviva. As at 31st March 2024, 340 employees were Group Pension Plan holders. (31st March 2023 there were 352 employees)

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

	2023/24	2022/23
	£000's	£000's
Teachers' Pension Scheme (TPS)	253	242
Friends Provident	2	2
Aviva Group Pension	182	151

Notes to the Financial Statements

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 2023/24 is set out as follows.

Movement in Unrestricted Funds 2023/24

	Balance 1st April 2023	Incoming Resources	Resources Expended	Transfers Between Funds	Balance 31st March 2024
	£000's	£000's	£000's	£000's	£000's
General Fund	516	21,222	(19,480)	(2,059)	199
Sub Total	516	21,222	(19,480)	(2,059)	199

Designated Funds

ICT Transformation	-	-	-	-	-
Pension Fund Reserve	-	-	-	-	-
Sub Total	-	-	-	-	-
Total	516	21,222	(19,480)	(2,059)	199

Movement in Unrestricted Funds 2022/23

	Restated Balance 1st April 2022	Incoming Resources	Resources Expended	Transfers Between Funds	Balance 31st March 2023
	£000's	£000's	£000's	£000's	£000's
General Fund	1,286	18,394	(17,348)	(1,816)	516
Sub Total	1,286	18,394	(17,348)	(1,816)	516

Designated Funds

ICT Transformation	-	-	-	-	-
Pension Fund Reserve	-	-	-	-	-
Sub Total	-	-	-	-	-
Total	1,286	18,394	(17,348)	(1,816)	516

Note 18 - Restricted Funds

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

- **Management Fee**

Funded by LBR through the main Management Fee, specifically:

- **Maintenance, Repairs & Renewals (MRR)**

To be used solely for the maintenance, repair and renewal of LBR assets entrusted to Vision as part of the management contract for Culture and Leisure services in the Borough.

- **Exercise on Referral**

To be used in accordance with a Service Level Agreement with the Redbridge Clinical Commissioning Group for the supply of relevant Sport & Health related services.

- **Redbridge Arts Grants**

To be used to support community and voluntary sector arts activities.

- **Adult Activator**

To support a post, specifically created to lead and co-ordinate an adult health programme on Redbridge housing estates.

- **Music Bursary Fund**

To be used in support of music school pupils to advance their musical education beyond Redbridge Music School.

- **Cycle Quiet Ways**

To extend the opening hours at Valentines Park – initially for two years – to allow access to the Cycle Quiet Way, linking Redbridge to other London boroughs. The grant is to fund additional staffing costs.

- **0-19 Health**

To help fund and deliver an obesity strategy and action plan, and to develop physical activity provision for antenatal women.

- **Service Grants**

External grants, ring-fenced to support the Music Education Hub and Drama services which includes a receipt of £49,500 from ACE NPO Transition Fund, this amount was fully spent in the year.

- **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.

Notes to the Financial Statements

Note 18 - Restricted Funds continued

The movement in Restricted Funds during 2023/24 is set out in the table below.

	Movement Restricted Funds				
	Balance 1 st April 2023	Incoming Resources	Resources Expended	Transfers Between Funds	Balance 31 st March 2024
	£000's	£000's	£000's	£000's	£000's
<u>Management Fee</u>					
MRR Fund	6	1,110	(1,209)	100	7
Asset Plan (Restricted Reserve)	-	-	-	-	-
Exercise on Referral	13	213	(219)	-	7
Redbridge Arts Grants	1	-	-	-	1
Adult Activator	7	-	-	-	7
Music Bursary Fund	-	-	-	-	-
Cycle Quiet Ways	-	-	-	-	-
0-19 Health	19	49	(47)	-	21
Alice White Legacy	-	-	-	-	-
Claybury Park Dowry	21	-	(21)	-	-
	67	1,372	(1,496)	100	43
<u>Service Grants</u>					
Drama ACE	-	51	(628)	577	-
National Portfolio Music Education Hub	-	481	(1,863)	1,382	-
	-	532	(2,491)	1,959	-
<u>Other (Grants)</u>					
Arts	28	-	-	-	28
ACE Culture Recovery Fund	-	-	-	-	-
CPP Redbridge	203	342	(259)	-	286
Libraries	326	46	(163)	-	209
Music Services	35	-	15	-	50
Parks	13	215	(225)	-	3
Sport and Health	160	352	(312)	-	200
	765	955	(944)	-	776
Total	832	2,859	(4,931)	2,059	819

Notes to the Financial Statements

Note 18 - Restricted Funds continued

	Movement in Restricted Funds				
	Balance 1 st April 2022	Incoming Resources	Resources Expended	Transfers Between Funds	Balance 31 st March 2023
	£000's	£000's	£000's	£000's	£000's
<u>Management Fee</u>					
MRR Fund	-	1,107	(1,582)	481	6
Asset Plan (Restricted Reserve)	481	-	-	(481)	-
Exercise on Referral	9	234	(230)	-	13
Redbridge Arts Grants	94	2	(95)	-	1
Adult Activator	7	-	-	-	7
Music Bursary Fund	62	-	(62)	-	-
Cycle Quiet Ways	46	-	(46)	-	-
0-19 Health	19	-	-	-	19
Alice White Legacy	-	16	(16)	-	-
Claybury Park Dowry	50	-	(29)	-	21
	768	1,359	(2,060)	-	67
<u>Service Grants</u>					
Drama ACE	-	66	(659)	593	-
National Portfolio Music Education Hub	-	487	(1,710)	1,223	-
	-	553	(2,369)	1,816	-
<u>Other (Grants)</u>					
Arts	27	1	-	-	28
ACE Culture Recovery Fund	75	-	(75)	-	-
CPP Redbridge	-	269	(66)	-	203
Libraries	371	198	(243)	-	326
Music Services	47	-	(12)	-	35
Parks	74	239	(300)	-	13
Sport and Health	210	274	(324)	-	160
	804	981	(1,020)	-	765
Total	1,572	2,893	(5,449)	1,816	832

Notes to the Financial Statements

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 2024 are represented by:				
Tangible Assets (Net book values)	-	-	1,440	1,440
Current Assets / (Liabilities)	199	-	(621)	(422)
Provisions	-	-	-	-
Total	199	-	819	1,018
Fund Balances at 31st March 2023 were represented by:				
Tangible Assets (Net book values)	-	-	1,307	1,307
Current Assets / (Liabilities)	516	-	(475)	41
Provisions	-	-	-	-
Total	516	-	832	1,348

Note 20 - Lease Commitments

Total payments of £125,519 relating to operating leases were made in 2023/24 (£136,132 2022/23). There are no Finance Leases. Outstanding commitments under non-cancellable

Operating Leases at the end of the financial year were as follows:

	31st March 2024 £000's	31st March 2023 £000's
Expiry Date:		
Within One Year	33	71
Between One and Five Years	14	58
Total	47	129

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

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