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&
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Operating on the Edge

- No operating model is wrong or right - this is about my experiences of Leisure and Culture over 40 Years.
- We have stood on a precipice many time before, but we are still here!
- Vision was established 2007, expanded 2011 and 2016 - a charity and limited company.
- 750 Employees, turnover of £22million.
- The most diverse Trust in England – 12 Libraries, Nature Conservation, Arts, Events, Museum, Heritage, 42 Parks and Open Spaces, Grounds Maintenance, Health and Wellbeing, Theatre, 10 Leisure Facilities, Outdoor Activities and Halls Lettings.
- Only work with Redbridge Council, north-east London.
- Management fee of circa £10m, Income of over £14m, £1m NNDR relief, no advantage of agency VAT because of Trust makeup.
- Over £50 million of external funding in partnership with the Council in the last 10 years.
- Over £9m of savings since 2007

Operating on the Edge

- No easy answer - political choices
- Covid to utility crisis and inflation
- The north/south divide
- The Robin Hood principle
- Integration and economies of scale
- Innovation and technology

What About !!

- Library and Gym
- Assisted Lifeguard technology
- Self-service, paperless and access.
- Theatre and Museum Tax
- Agency model of VAT
- Commercial enterprises
- Trust advantages