



**Bromley  
by Bow  
Centre**

# **The Bromley by Bow Centre**

## **Report and financial statements**

**For the year ended 30 June 2020**

*Company number: 2942840*

*Charity number: 1041653*

**3 Trustees' annual report**

**A. Chair's Introduction**

**B. Strategy and Operations**

**C. Structure, Governance and Management**

**D. Principal Risks and Uncertainties**

**E. Review of Financial Position**

**F. Statement of Responsibilities of the Trustees**

**33 Independent auditor's report**

**35 Statement of financial activities (incorporating income and expenditure account)**

**36 Balance sheet**

**37 Statement of cash flows**

**38 Notes to the financial statements**

**50 Reference and administrative details**

# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

---

The Trustees present their Report and Financial Statements for the year ended 30 June 2020.

## A Chair's Introduction

As for many individuals and organisations, this past year has been tumultuous for the Bromley by Bow Centre. It has also been a year when the power of what we do and, more importantly, how we do it has been fully demonstrated. Through difficult times, the charity has continued to transform lives in East London.

The Covid-19 pandemic has thrown up multiple challenges. These include an increase in the difficulties faced by members of the community to access the support they need to thrive and a rise in levels of social isolation where a growing number of individuals and households lost those meaningful connections that are key to health and wellbeing.

The Centre has responded magnificently to these challenges. When the literal doors closed temporarily in March, virtual doors were opened to build community spirit and ensure that support across a range of vital services could continue to be delivered. This was done with minimal disruption for our clients.

It was during this time that the real strength of our approach to social prescribing became even clearer. Having pioneered social prescribing many years ago, we have been excited to watch as it has become part of national policy. By taking the time to understand the needs of every individual, identifying underlying issues and 'prescribing' local solutions, lasting improvements to health and wellbeing have been made for an increased number of local residents.

This response has only been possible thanks to the dedication of the employees and volunteers who remain fully committed to our vision. This was exemplified in the readiness to support local efforts to set up an effective contract tracing system across the Borough, showing the importance of community responses to local needs in ways that Central government finds hard to match. I continue to be amazed and impressed by them all.

The impact of the pandemic is reflected in our financial results for the year which were disappointing. Having been on track to complete the three year turnaround plan, the results from March to June 2020 were materially affected by the onset of COVID-19. Our inability to deliver services face to face had a detrimental impact on a number of our projects and associated income streams. While we successfully established a vital new relationship with the Rayne Foundation and our unrestricted income grew for the second year in succession, the total was lower than our target as we had to postpone our annual fundraising dinner. The result was a deficit and a heightened commitment to achieve a surplus in 2020/21.

Earlier this year, we lost a great friend with the unexpected death of our longest-serving trustee, Marcia Maximin. From being a member of our youth groups as a teenager to becoming a dedicated trustee, Marcia had been at the heart of the Centre. I will personally miss her encouragement, her sound advice and her radiant smile.

It remains a privilege for me to be part of the organisation and chair the Board. This year's events have shown that the work that we do is more important than ever. Our focus is to help our community not just to survive but to thrive. I am confident in our ability to work alongside our community and our partners to make this happen.

Professor Ajit Lalvani  
Chair



# **The Bromley by Bow Centre** **Trustees' annual report**

**For the year ended 30 June 2020**

---

## **B Strategy and Operations**

### **Our Community**

The Bromley by Bow Centre has been working with the local community in North East Tower Hamlets for 36 years. The Centre began as a series of relationships amongst local people who wanted to work together to bring about positive change in the community. While we have changed and evolved over time, our relationship with our local community remains pivotal. Over the years, we have developed a deep and nuanced appreciation of our local community – both understanding of local needs but also positive, practical and asset-based.

Our community is vibrant, prosperous and close-knit but also contains high levels of entrenched long-term poverty, poor health and people without the skills they want and need to participate in the community or the social connections everyone needs to thrive. It is the sort of community that pulls together in a crisis but where not everyone is able to participate equally.

We think of our community through a number of different lenses: places, people, personalities, relationships, connections, health, wellbeing, economics and national policy trends. We see everyone we support as having a complex set of needs, strengths, connections, life experiences and personal goals. At times these touch on national and local priorities and trends, particularly people's needs, but often the asset based elements are unique and much more personal.

### **Tower Hamlets: Key Statistics**

There are significant health inequalities within Tower Hamlets - life expectancy is 11.4 years lower for men and 4.8 years lower for women in the most deprived areas of Tower Hamlets compared to the least deprived areas.

14 per cent of households in Tower Hamlets have a household income of less than £15,000 and the average house price is £427,084. 55% of our community live in social housing.

More than two-thirds (69%) of the borough's population belong to a minority ethnic group. Tower Hamlets is one of the most ethnically diverse authorities in England (16th out of 326 areas). It has the largest Bangladeshi population in England, particularly in Bromley North (42%) and Bromley South (42%). 123 languages are spoken in the local schools.

At 16,237 persons per square kilometre, Tower Hamlets is the second most densely populated local authority and is the fastest growing Local Authority in terms of population and is expected to grow by nearly 20% by 2030.

Tower Hamlets has seen the biggest population churn in England with nearly half (49%) of all households estimated to have changed occupier between 2012 and 2017.

Despite improvement in the Index of Multiple Deprivation over the last 15 years, deprivation is still prevalent.

- Our immediate community has the lowest median household income in Tower Hamlets, £18,610
- Tower Hamlets has highest rate of residents aged over 60 experiencing deprivation in England, 44%
- 55% of our youngest resident's experience child poverty
- Over 10% of households in our community are experiencing fuel poverty
- Very high and high risk of loneliness amongst over 65s throughout our community.

### **Bromley by Bow Centre in a nutshell**

The Bromley by Bow Centre is a vibrant community charity in the heart of East London. It has a national and international reputation for its highly innovative approach which inspires and empowers local people to transform their lives. The Centre delivers a diverse range of projects based on a unique model that combines social entrepreneurship, the arts, learning, social support, horticulture and holistic and integrated health programmes.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

The charity supports families, young people and adults of all ages to learn new skills, improve their health and wellbeing, find employment and develop the confidence needed to achieve positive outcomes they may not have dreamt of.

We work with the most vulnerable people in our community, those who are isolated, facing physical or mental ill health or who are lacking confidence, skills or qualifications. The Centre operates in an area with immense potential and human assets alongside deep-seated economic and social problems.

Our vision is of a community where everyone benefits from the opportunities the future holds and where no one is ignored, excluded or forgotten. The charity's mission is to use our empowering social entrepreneurial model to create a cohesive, healthy, successful and vibrant community that becomes a blueprint for others across the UK.

The Centre was founded 36 years ago and sits in a beautiful three acre community park. People often describe the Centre as an unexpected oasis.

### **A track-record of innovation and significant achievements**

The Bromley by Bow Centre is a national and international exemplar of innovation in healthcare and community development. It is a model that has grown organically from a strong grassroots community approach, with a passionate emphasis on frontline delivery. It is firmly regarded as being on the cutting edge of radical new approaches that have become recognised by policymakers, politicians and business leaders. Indeed, the Bromley by Bow model is often cited as one of the inspirations and exemplars for new national policy initiatives.

Over the years, the Centre has hosted two Prime Ministerial visits, five Royal visits and 52 ministerial visits. There are numerous achievements from our innovative approaches that have attracted attention. Five stand out.

#### **1. Healthy Living Centre**

The Bromley by Bow Healthy Living Centre was opened by Tessa Jowell in 1997. It was the first of 352 HLCs launched in the UK and marked the start of a significant movement across the country. In Bromley by Bow's case, this was a radical coming together of existing community services with a progressive primary care team, on an inspirational three acre site. It was the first health centre in the UK to be owned by a community charity.

#### **2. Children's Centre**

The Bromley by Bow Centre was the venue for the launch of the Children's Centre Policy in 2002 with Charles Clarke and Margaret Hodge. The Centre was in the first wave of pre-designated Children's Centres and was established as a national exemplar. The Bromley by Bow model was regarded as a fully worked up example of the Government's ambition for the programme, building on the initial Sure Start programme.

#### **3. Social Prescribing**

Social prescribing has emerged as a key policy initiative in recent years. The Bromley by Bow Centre is regarded as a pioneer in this work and is held up as a gold standard social prescribing model. The charity is now working on initiatives that challenge conventional wisdom on social prescribing and develop national provision that is more radical and less orientated around clinical teams.

#### **4. Social Enterprise Incubation**

The Centre's Beyond Business project is regarded as one of the most successful community-based social enterprise incubation programmes in the UK. Over the last 15 years, it has incubated 87 new social businesses with a combined turnover in excess of £5 million and having created over 450 local jobs.

#### **5. Turning up**

One of the key principles of the Bromley by Bow model is that we keep focused on being practical and delivering vital support projects for our community, day by day, month-by-month, year-by-year. We believe our ability to continue to innovate and challenge conventional approaches is profoundly connected with our commitment to remain a grassroots community organisation. We call it turning up! This was never more important than in 2020.

# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

---

## Strategic Plan

We can't stand still. We can't rest on our laurels. The Bromley by Bow Centre needs to grow, mainly because the needs in our community are increasing and we see new opportunities to deliver even more benefit to people living across East London and beyond.

The pace of change affecting our community means that we need to do more and do it differently. We must challenge and stretch ourselves and be increasingly ambitious. We need to innovate, expand and improve.

Our organisational roots are as a radical and disrupting group of people who don't accept that because the system tells us to behave in a particular way, then that's what we should do. It's vital we keep innovating and trying to do better whilst being true to our entrepreneurial roots.

We also need to grow so that we can be more financially sustainable. We know we can make our organisation more secure by expanding our operation and by building even stronger partnerships.

With all this in mind, the Bromley by Bow Centre's strategic forward plan for growth 'Seizing the Future' was completely revised for 2019 to 2022. The charity has a profound belief that being healthy is fundamentally connected to being part of a vibrant community. This belief is core to our Vision, our Mission Statement and our Active Values.

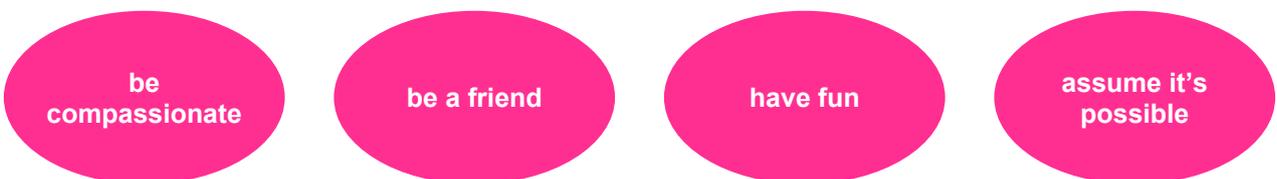
## Our Vision

To transform lives by building a healthy and vibrant local community and to share our blueprint and help others emulate our success.

## Our Mission Statement

We know how to radically transform communities where people feel disconnected from each other. We call it the **Bromley by Bow Model** and it is based on delivering integrated support that empowers people by addressing both their health needs and their wider social needs at the same time. It also contributes to creating stronger communities where people care for each other and celebrate their diversity and common humanity in inspirational and creative spaces. Through delivering this model, the Bromley by Bow Centre will be instrumental in transforming the lives of 10,000 Londoners by 2023.

## Active Values underpinning our approach



be  
compassionate

be a friend

have fun

assume it's  
possible

## Our response to COVID-19

Before Covid-19, many people in our community were already in urgent need, with a large number of those we support experiencing crisis on a daily basis. Since the start of the coronavirus pandemic, we have seen a significant increase in demand for our services that respond to basic needs from people being newly in crisis due to Covid-19. Bow Foodbank, which we have accommodated within the Centre, has seen clients increase fivefold to over 500 per session. These are people who have been on the cusp of managing without support but for whom a sudden and unexpected change caused by Covid-19 has created a tipping point.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

### **For the year ended 30 June 2020**

---

The reasons for this change are varied, for example, recent unemployment, a loss or reduction in income, bereavement, isolation or the loss of a support network. The detrimental impact of this change is equally varied:

- declining mental and physical health including increased anxiety, depression, loneliness and the worsening of long-term health conditions;
- significant financial vulnerability and increased debt; and
- an inability to afford essential items such as food.

The Centre's significant experience and trusted position within our community means we are uniquely placed to respond, through the launch of a new service, crisis social prescribing.

Together with our GP partners in the Bromley by Bow Health Partnership (BBBHP), we have analysed local primary health care data to develop a targeted list of 6,000 people who would benefit from a telephone wellbeing check and discussion around further support. A team of crisis social prescribers is proactively contacting people, assessing their specific needs and recommending a bespoke package of support services provided by the Centre and our partners. The service is designed to provide practical and holistic support as quickly as possible.

As well as launching the new crisis social prescribing service, we transitioned as many services as possible to virtual delivery, for example through phone or video calls. Our advice services rapidly moved to supporting clients without the need for face to face contact. Some services, though, had to be halted during lockdown, including English for Speakers of Other Languages (ESOL) delivery and our knowledge exchange tours.

### **Summary of Service Delivery Activities**

The impact of COVID-19 has meant a transformation of our delivery model so that we continue to support our community. We have been able to carry on delivering the majority of our services remotely and this has presented challenges and opportunities for clients and staff alike.

A key challenge has been to engage with the many clients who rely on visiting the Centre in person to see a familiar and friendly face - sometimes as a place of refuge and to get the advice and support that they know will be available. It has also been demanding for our staff who, overnight, had to completely change the way they work overnight to continue to support our clients, whilst facing the same worries and issues presented by the pandemic as everyone else. Despite this, they have come up with an extraordinary array of innovative and creative solutions and ways of working across all our programmes.

The changes have allowed us to accelerate a key strand of our Strategic Plan, which was to redefine our service delivery model and agree a new blueprint for our activities and services. Some of the changes we had planned have come to fruition, including:

- further embedding the principle of co-production;
- re-elevating the role of the arts and creativity in our model; and
- innovating across all of our activities, developing creative and forward thinking solutions.

We continue to work with multiple partners, including with:

- the BBBHP, we added a new Crisis Social Prescribing service as noted above;
- Bow Foodbank to enable the expansion of food distribution hub to over 500 households; and
- City and East London Bereavement Service (CELBS) to provide much-needed bereavement counselling.

# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

---

## ADVICE CENTRE

The Advice Centre programme provides a range of free advice under the three broad themes of energy, financial health and social welfare. Overall this year, we supported 4,000 clients across the three advice areas.

### *Energy Advice*

The Centre provides energy advice aimed at reducing and managing fuel debt, maximising income, reducing fuel poverty and improving energy efficiency (East End Energy Fit). Funding for the Energy Advice service was from the British Gas Energy Trust (BGET) and UK Power Partners.

The team trained 8 Ofgem members of staff who volunteered at the weekly Energy Advice drop-in sessions. This provided Ofgem staff with insights into the issues faced by local residents.

We received further funding from the BGET to provide top up emergency vouchers, energy efficient light bulbs and bankruptcy fees to clients.

*We saw over 1,079 clients who were supported to manage £525k of debt, increase income by £674k, secure £84k worth in awards and save £15k by switching tariff and/or provider.*

### *Financial Health*

The Centre's Getting on with Money project provides one-to-one money management support including assistance with debt, income maximisation, managing money effectively and taking control over their finances through sessions delivered from nine locations across the borough. It also provides workshops in the community to build financial capability and resilience. A network of volunteers has developed a programme of community activities aimed at improving financial resilience. Activities include cooking on a budget, swap shops and a money-saving vlog.

Since April 2020, we have been delivering our Money Milestones project, funded by the EDF Trust. The project builds on the learning from Getting on with Money and embeds social prescribing methodologies within the sphere of financial challenges. The project is designed to work closely with the East End Energy Fit project to provide longer term support to those with recurrent debt or struggling to establish a manageable payment plan.

*123 local residents attended one-to-one sessions, 118 people attended workshops and 10 volunteers co-designed and co-delivered services. People faced multiple, complex challenges – 69% of people presented with 3 or more issues. Evaluation highlighted the fact that people present with two distinct financial populations and their needs are different: 'Squeezed but coping'; and 'Overwhelmed, not coping'. The impact of the project meant participants gained confidence in managing money; were more secure in their home; had knowledge of financial products and services; had knowledge of where to get help and advice; reduced their stress levels in connection to their financial situation; and improved their ability to cope in a financial crisis.*

### *Social Welfare Advice*

The Centre's social welfare advice service provides support with debt, housing and welfare benefits both at the Centre and in 12 local venues. It is funded through statutory contracts including the London Borough of Tower Hamlets Local Community Fund, Tower Hamlets Health and Advice Links, Information Advice and Advocacy as well as local housing providers and trust funds. The Centre works in partnership with advice services locally to provide both generalist and specialist support to members of the local community.

*The team dealt with 3,621 matters of which 1,908 were related to welfare benefits, 221 to debt, 492 to housing, 827 to utilities and 173 to other matters including consumer issues, employment, immigration, family and education. The team also raised client income by £3,582k through new claims and backdated awards. £260k of debt was written off, consisting of benefit overpayment, utility arrears, council tax arrears, rent arrears, penalties and fines, and £1,259k worth of debt was managed.*

# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

---

## BEYOND BUSINESS

Our award-winning enterprise support programme has been supported by Investec since 2011 and assists emerging social enterprises in East London. Successful applicants receive up to £20,000 in funding as well as training and support to help get great business ideas off the ground. Since 2011, we've helped set up 50 new social enterprises in Hackney, Tower Hamlets and Newham, 80% of which are still in business. The programme had various achievements, as listed below.

- *Launched a further 5 new social businesses*
- *Continued to develop and support a community of social businesses providing networking opportunities and learning from experience for each other*
- *Increased the number of jobs created to over 250*
- *Achieved a combined turnover of over £4.5m*
- *Provided advice and connections to over 100 budding entrepreneurs*
- *Delivered 1-2-1 bespoke training, skills transfer for 10 shortlisted candidates.*

*The enterprises have achieved a range of social outputs and outcomes including:*

- *making over 2,000 community connections*
- *training, mentoring, support individuals into employment and aftercare*
- *providing mentoring and engagement for female refugees through 1-2-1's and theatre workshops*
- *providing affordable housing which enables charities and other local organisations to benefit from over 10,000 hours of volunteer time*
- *bringing together different generations to fight loneliness, share experiences and break down barriers*
- *providing opportunities for care leavers to maintain and stay in their first homes*
- *tutoring 400 young people*
- *enabling at risk people to access GP care through a health app*
- *renting café space for local community organisations at reasonable rates.*

COVID-19 has had an impact on the way we provide support but also on the social enterprises that are finding it a challenge to continue to do business during lockdown. We have adapted by supporting our alumni who are currently facing incredibly difficult trading scenarios, which impacts their social outcomes. We are working with Investec to provide different routes to market where possible and many of our alumni have adapted their own approaches to their businesses to accommodate the current situation.

## COMMUNITY CONNECTIONS

Community Connections aims to promote the cohesion and integration of the local community. We do this by bringing together individuals and families to access a range of activities and services. Typically, we are engaging with those who have multiple and complex needs, are on a longer journey of support or are becoming involved with the Centre for the first time. The focus is on informal learning, volunteering and encouraging people to come together and use the Centre's facilities.

Community Connections adapted services to respond to Covid-19. This included:

- continued engagement with current members and activity leads, listening to their experiences and needs;
- supporting, signposting and sharing information with local community members on their urgent needs;
- supporting members to adapt their projects to suit the current context (e.g., cycling restarted with social distancing measures) and confidence building (e.g., supporting a local resident to start an online virtual book group or virtual coffee mornings);
- moving activities online, such as the 7-week Coaching Communities course, 'A Day in the Life of' film project, information workshops, volunteer led activities, coffee afternoons; and
- collaborating with internal teams including the sport and physical activity and food projects, for example to support the local Burdett Response Team to develop the capacity, networks and expertise to foster efficient local emergency food provision.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

### ***Community Food***

Between July 2019 and February 2020, the Centre set up a Community Fridge helping individuals and families save money and reduce food waste, by distributing surplus food to people in the local community who need it most. *401 people directly benefited from the Community Fridge of whom 83 were new to the Centre. 43 activity sessions were delivered including food distribution, cook and eat sessions and community meals. In May 2020, the Bow Foodbank moved to the Bromley by Bow Centre. This service supports over 500 households each week with an open pick up session, plus home deliveries for 70 vulnerable people.*

### ***Connection Zone***

The Connection Zone is both a physical space and a place of welcome, triage and navigation to help people access a range services and opportunities both internally and externally. The Connection Zone is a vital part of the Centre, providing many of our community members with their first encounter with us. *The Connection Zone registered 1,054 unique individuals, supported 1,370 people locally and referred 409 people to services.*

### ***EastXchange***

Our Timebank and sharing programme connects people's skills to other's needs. EastXchange focused on through group activities and classes rather than one-to-one exchanges between members. *It engaged 370 active members, delivered 46 member led activities and exchanged 10,000 hours.* We developed the Time Banking How to Guide: <https://www.bbbc.org.uk/wp-content/uploads/2020/04/Copy-of-How-to-guide1.pdf>

## **EMPLOYMENT AND SKILLS**

### ***Employment***

The aim of our employment programme is to provide vital support for clients seeking work, with the service now more orientated toward training, skills improvement, confidence-building and online courses. This year we have supported clients who are long term unemployed or have never worked plus those who have physical mobility needs and mental health conditions. The clients experience a range of shared barriers to work including limited skills and experience, caring responsibilities or lack of confidence. *We supported 170 clients, 42 were supported into employment and received in-work coaching and 19 were supported into training programmes.*

### ***Lifelong Learning***

Very little remained the same this year in the way we delivered our learning offer, which is characterised by face to face learning with a range of activities to help learners make social contact, build confidence and test their language skills. In March 2020, the learning programme quickly transitioned to an online learning platform which, although successful, meant that we had to find different ways to support our learners, many of whom are digitally excluded either through language, access to hardware or lack of confidence. We supplemented our remote classes with hard copy materials either delivered by hand or by post. We provided learners with advice and support by phone on how to get online or to talk through learning materials. Many of our learners are vulnerable and face considerable practical and social issues as a result of the crisis. We have a wider duty of care toward these learners and proactively support them across their range of needs. Referrals to other Centre services such as social prescribing and social welfare advice have been part of our holistic support. *We engaged 288 learners in our ESOL courses over the year.*

The examination and qualification protocols also presented a challenge this year for learners and the team, not least in trying to make sense of changing advice and trying to ensure that our learners were not disadvantaged. *We are happy to report that we had a pass rate of 73% this year.*

The move to remote learning has brought the need for digital inclusion support into sharp focus and has been a theme of our delivery across all services, especially for Universal Credit support. *This year we registered over 400 clients and supported over 200 clients to get online, despite the challenge of limited face to face delivery.*

# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

---

## INSIGHTS

Bromley by Bow Insights was established six years ago and serves both the Centre and the BBBHP, reporting to both the Centre and the Health Partners. Its aim is to support research, evaluation, learning, innovation and knowledge exchange for both organisations, thereby demonstrating the value of the Bromley by Bow Model. We describe it as a “real tank” – an organisation that combines high quality research and evaluation of its own work and applies the findings to its own practice, thus keeping it “real” rather than theoretical. The COVID crisis has brought into focus the desire to keep hearing about the changing needs and concerns that are affecting our community and what they want from us.

### ***Knowledge Share and Exchange and Consultancy***

*This has been a year of consistent growth and development, with over 50 events between June 2019 and March 2020 with around 750 attendees.* Highlights have included a visit from a leading promoter of social prescribing in Lisbon and two strategic visits from the North of Ireland, including the Healthy Living Centre Network and a substantial social prescribing scheme that spans The North of Ireland and Scotland. While all of those activities have been held in-person, this is no longer an option in the current situation and might not be practical in the near future with the uncertain social distancing situation. The team has started developing online offerings for the relevant audiences. Knowledge share is more crucial than ever in this time of crisis and there has been a great appetite for the first virtual events the team has run so far, also in relation to social prescribing.

### ***Research and Evaluation***

We saw the return of community research returning to the Centre and the start of organisation-wide decisions about understanding impact, including looking at standardising data for the purpose of impact reporting. We secured funding from the Health Foundation to support the needed for the implementation of the Outcomes Framework across the Centre and the BBBHP.

The Insights team wrote or supported four evaluations in the past year, including the Community Connections programme-level report, and supported monitoring and evaluation across 11 other projects.

Our community research project, ActEarly, started this year, focussing on:

- exploring what families need to be happy and healthy;
- designing and running creative community engagement around family support, play and learning; and
- Family Playrooms, which is an online activity group for families with children from 0 – 11 years old.

In light of the COVID crisis, we have overhauled our engagement methods to include digital communication including the setting up the Family Playrooms website and Facebook group, podcast and magazine. We are continuing to explore and synthesise what is useful to parents and how to engage them in a range of areas.

### ***Social Prescribing Development***

The Insights Team has been instrumental in supporting the development of social prescribing in the UK. In February 2019 we petitioned NHS England to fund support roles around social prescribing in London. We took up the role of Social Prescribing Regional Facilitator for London in April 2019 and of Social Prescribing Regional Learning Coordinator for London in September 2019. The Regional Facilitator role provides strategic support for the development of social prescribing across London and its five STPSs. The Regional Learning Coordinator role provides support to the 220 new social prescribing link workers who have been recruited in London in the last 12 months.

In both these roles we work very closely with NHS England, Healthy London Partnerships, the Greater London Authority and London's 5 Sustainability and Transformation Partnerships (“STPs”) plus, underneath them, the 32 Clinical Commissioning Groups.

# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

---

## **Social Prescribing Link Worker Training**

This year saw significant growth in our contribution to the development of social prescribing, including link worker training. Building on the Certificate in Social Prescribing developed jointly Conexus and the University of East London (the only accredited qualification for social prescribing link workers in the UK), we concluded pilot courses in Wakefield and Thanet and started the first full course in Newcastle in January 2020. We also delivered a series of shorter training courses including a one day course, a four day course and a five induction course which we tailor to the needs and context of STPs to support the induction and training of new link workers. *In total we have trained over 200 social prescribing link workers this year.*

We adapted to the COVID crisis by successfully piloting online training specific to the amended link worker role and created a telephone assessment guide for link workers, a resource available via our website. We worked closely with our partners to adapt our Level Three Qualification to quickly migrate the course to fully online and started online delivery in April.

## **MY LIFE**

The overall aim of the My Life programme is to improve the health and wellbeing of people locally and across East London. We particularly focus on people with physical, mental, sensory and learning disabilities and complex health conditions.

Integrated health provision remains an important theme across the Centre's delivery. We have continued to work with the BBBHP, including through joint planning and delivery, joint funding applications and the provision of a new crisis social prescribing service. It continues to be important for us to bring together primary care provision and new models of public health programmes, social care and a comprehensive range of non-clinical services to improve the health of our local community.

## **Arts**

Focusing on the Centre's founding principles of believing in the benefits of creativity for people's general wellbeing, we have continued to develop our arts programme and build relationships with National Theatre and English National Opera (ENO). Clients and staff alike participated in a community production of As You Like It at the Queen's Theatre, Hornchurch.

Our community choir, which is run by a local volunteer and opera singer was provided with support from the ENO, which also ran workshops during the year for the local community. The choir moved online during lockdown and currently has 12 participants.

Our photography and filmmaking sessions adapted during the crisis and were delivered online. The Sea Between Us, run with professional photographer, Pierre Bureau, was an online course that enabled people with little or no experience of photography to develop skills to create and share reflections of their lives. The courses helped people connect to others, with themselves and to their creativity. Weekly video conference 'meet up' sessions for photography group alumni were set up enabling people to continue to meet and discuss their photos. *There were 45 people in the photography club, those that have completed the course and continue to stay connected.*

*"Attending the sessions has been a real life-line for me at this time and has been the only thing I have looked forward to each week. Pierre is always so encouraging and I have learnt so much". Photography group member*

At the filmmaking workshops participants, were taught the basics of filmmaking and how to make films using their phones. The group worked collaboratively to create 'A day in the Life' film. Working collaboratively with others who were undergoing similar experiences had therapeutic benefits as did the experience for self-reflection and exploration. The workshop films were edited together to make a longer film which will be premiered at a cinema in Tower Hamlets in 2021. It will be an opportunity for people to meet each other in person for the first time and celebrate what they have achieved.

# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

---

## ***Communities Driving Change (CDC)***

We entered our third year of delivering Communities Driving Change, a flagship project aimed at empowering communities to take action on local issues. The core principles of the project relate to the wider determinants of health, health creation and social movements for health. It signals a move away from traditional models of service delivery to a model of community empowerment. *It saw 2,128 people attending, 318 coproduced hours from 49 organisations and 1,190 volunteer hours.*

## ***Health Champions***

Community Health Champions are volunteers who promote healthy lifestyles by supporting others to take a more active role in their health. Local residents complete a 5 week, level 2 accredited, training course to learn about how to stay healthy and support others to lead healthy lives. The project has been extended to March 2021. *The Health Champion programme delivered 4 training courses, supported 44 Health Champions to gain a level 2 qualification and provided 185 local residents with health advice.*

## ***Horticulture***

Our therapeutic horticulture programme continues to provide support to improve mental health and create opportunities for social interaction. Up until lockdown we ran two sessions a week with a focus on food growing and skills development. Participants share produce, hold plant sales, visit other gardens and have grown herbs for distribution at the Foodbank.

*"It's changed my life. It's given me something to get up for in the morning. I'm getting back to who I used to be."*  
Gardening group member

## ***Social Care***

A flexible, personalised programme supporting people with a range of learning, physical and complex needs to live as part of the community and as independently as possible. Individuals are funded through local authorities and the programme has continued to grow in income and the range of workshops being delivered. *We have 38 clients accessing a total of 270 support hours per week.*

In January 2020, the Centre submitted a tender for the 'Framework of spot purchasing of activities for adults with learning disability in Tower Hamlets', the decision on which has been delayed due to the pandemic. The redesigned service model has a focus on offering greater variety of developmental activities including peer led sessions that offer choice, personalisation and flexibility, supporting individuals to develop their social, emotional, communication and independent living skills and to participate in mainstream community activities. There is an expectation that the amount of people with high and complex needs will grow in the coming years, with those with lower needs being supported to be more independent and move into employment.

The tender is crucial for the ongoing delivery of our current Social Care service. We believe that we are in a good position to be accepted onto the framework of providers. If successful, we will make significant changes to how the service is delivered and the activities provided. Changes include service operating hours, staff contracted working hours, working arrangements and payment structures. Charitable funding, based on providing additional activities and content to clients not supported by Tower Hamlets Council, will become increasingly important to this programme.

From May 2020, the Social Care team provided remote support to clients including through wellbeing checks, online workshops and activities, producing and delivering resources, weekly mail outs, how to videos, websites, client connections and referrals to other support services locally.

*"We have the timetable stuck on the fridge, it's so important! Taking the responsibility out of my hands for just an hour is such a help. It's great to see the faces of the staff and to talk to them, someone who knows us and understands that it's been hard."* LB - Family Carer

# The Bromley by Bow Centre

## Trustees' annual report

For the year ended 30 June 2020

---

### ***Social Prescribing***

During 2019/20, we expanded the Bromley by Bow Social Prescribing provision to meet the changing and growing needs of our community. This has coincided with the appointment of a new Social Prescribing Project Manager in January 2020. The expansion included the provision of:

- urgent, one-off support often around isolation, food, money and medication with people contacted within two days;
- longer term emotional and practical support with people contacted within two weeks and offered up to six sessions to explore challenges, set goals and a coaching style of support; and
- direct referrals to support services such as debt, welfare benefits, digital literacy and physical activity.

Before Covid-19, many people in our community were already in urgent need, with a large number of those we support experiencing crisis on a daily basis. Since the start of the coronavirus pandemic, we have seen a significant increase in demand for our services from people new to the charity.

The Crisis Social Prescribing service has been in response to Covid-19 but fulfils many of our long term ambitions around proactive contact and case management on a larger scale with integrated team working across the Centre and the BBBHP. Together, we analysed local primary health care data to develop a targeted list of people who would benefit from a telephone wellbeing check and discussion around further support. A team of crisis social prescribers proactively contacted people, assessed their specific needs and recommended a bespoke package of support services. The service is designed to provide practical and holistic support as quickly as possible. Support offered included mental health services, social welfare advice, money management, debt advice, befriending, bereavement counselling delivered through our partnership with CELBS, employment and skills training and access to Bow Foodbank.

Demand for, and interest in, these services continues to grow with *672 people being referred to the General Social Prescribing with 1,106 onward referrals made. The General Social Prescribing Service supported 45 clients through the Borough's Covid-19 response service including vulnerable and shielding patients. An additional 604 people have been spoken to via the Crisis Social Prescribing service with 848 calls made from March to June 2020.*

In April 2020, we secured additional funding to employ a Link Worker and specialist mental health coach as part of NHS England funding to provide more social prescribing workers to support primary care networks.

The Centre is also founding member of the Social Prescribing Network and a member of the GLA's Social Prescribing Advisory Group. Commissioned pieces of work have developed through the uptake of social prescribing by the NHS, CCGs and GP Federations across the UK plus calls from both the NHS and frontline delivery teams for the development of training, standards of best practice and support in setting up local social prescribing schemes. The social prescribing team continues to support knowledge share visits to the Centre and national Link Worker training while positioning the Centre and the BBBHP as practitioner-experts and thought-leaders in this space.

### ***Space to Connect***

In January 2020, we commenced delivery of the Space to Connect project for local older people (50+ years) with the aim of reducing isolation and enhancing their health and wellbeing. The project works with local people to create opportunities to experience positive relationships and develop skills through active participation in, and contribution to, their community. Since the project began in January 2020 there have been two distinct periods of delivery, January to March 2020 (pre-Covid19) and April to June 2020 (during the Covid-19 pandemic). *Despite the challenges faced, 72 individuals (aged 50+) have registered on the project and the delivery model established in the early part of the year was adapted to meet the existing and emerging needs of local people.*

## **The Bromley by Bow Centre**

### **Trustees' annual report**

**For the year ended 30 June 2020**

---

The project has established a range of activities led by local residents, our resident artists and staff. Many of the activities have been co-designed with local people with the use of participatory engagement tools and based on their individual skills and interests. Some of the sessions are specifically for those who are 50+ whilst other volunteer led activities are also open to younger adults to encourage intergenerational connections or were designed to meet the cultural needs of a specific group.

#### ***Sport and Physical Activity***

We deliver training and physical activity sessions to children, adults and families in Tower Hamlets. This includes an accredited training programme for young people (Active Londoners), a three year family activity programme funded by Sport England (Active Together) and a sport and physical activity programme for people with mental health issues (Active Health).

*We supported over 250 people through our Sport and Physical Activity programme in 2019/20:*

- *Young Londoners – 37 young people aged 16 to 21 completed YMCA level 1 & 2 training*
- *Active Together – 86 Families with 225 participants in total*
- *Active Health – Providing weekly structured activities to 45 Tower Hamlets residents aged over 18 years old living with a mental health condition*
- *Fit for All – We completed our Fit for All programme in September 2019 after three years of delivery and 115 Tower Hamlets residents aged 50 plus achieving a YMCA Level 2 Community Activator Award.*

Since April 2020, all our Sport and Physical Activity sessions have been delivered remotely with up to 16 weekly online exercise sessions including yoga, boxercise, circuit, dance, tone and stretch, family Olympics, floor exercises and women and girls' sessions. Between 7 and 12 people/families attend per session. In addition, the team have produced a weekly e-newsletter, consulted 57 young people aged 16 to 21 and delivered Level 1 Introduction to Lifestyle Management accredited training online.

*"The sessions at the school and especially those delivered online since the lockdown have been a welcome distraction. Yaseen and I have been glad to join as it has provided a structure for his day and something to look forward to."* Mina, Active Together

#### **Forward plans in Service Delivery**

The coming months will see the completion of the reorganisation of our services in the light of a service delivery review and the impact of COVID-19. We will transform our approach to outreach and engagement, using patient and client data to target those people at additional risk of social and economic vulnerability in line with population need and the social determinants of health. We will strengthen the consistency of our approach to first contact with clients to ensure that it considers the whole person and explores their strengths, needs and interests. This will be underpinned by continuing our staff training programme that reflects our approach to social prescribing and is integrated with the BBBHP. This approach is central to the Bromley by Bow Model and has the potential to have a transformative effect on primary care.

We will retain and develop specialist services to support people and these will be delivered both face to face and at a distance including through online delivery, digital spaces to hangout, online courses, delivery packs, phone calls and video consultations.

We will ensure that learning and evaluation will continue to be built into our service design and delivery. A key element of this will be co-design with the community, in particular taking the learning from projects such as Communities Driving Change.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

### **ADVICE CENTRE**

We will continue to deliver the energy, financial health and social welfare elements of our advice service and, in particular, expand the digital support and provide a dedicated advice line for our service users. Members of the Advice Programme are part of the Centre's Digital Steering Group, supporting the Centre's digital development, identifying platforms to continue to deliver the best quality support to our community now and in the future.

We anticipate some people will become more digitally adept and feel more confident to access information online themselves. However, the most vulnerable groups of clients and those without digital access will continue to require our help and support. The financial impacts resulting from COVID 19 will begin to present themselves, i.e., rent arrears, credit debts, eviction notices and utility debts, especially once furlough and self-employment benefit ends. We anticipate that there will be an increase in demand for support with benefit applications, employment disputes as well as specialist debt and housing advice. In the coming year, we will continue to support our existing clients but we anticipate that our numbers will significantly increase.

### **BEYOND BUSINESS**

We will launch another five new businesses but will adapt recruitment and support approaches to take into account the need to deliver the programme remotely. This will include interviewing 20+ candidates and working closely with a shortlist of 8-10 candidates. The process will culminate in a Dragon's Den event where the final 5 businesses will be selected. The team will work with our partner Investec to support the development of business plans and provide key training to the budding entrepreneurs. The team will also continue to work to support the existing Beyond Business alumni in the current economic climate.

### **COMMUNITY CONNECTIONS**

We are planning a more co-ordinated approach to community outreach across all Centre services and the BBBHP, working closely with the population health team. It will be proactive, data driven and in line with population needs and the social determinants of health. It will involve a team of community connectors and include proactive calling, text message campaigns, events, social media and online forums in addition to our face to face welcome in the Connection Zone.

Our engagement with local residents will take a more consistent approach focusing on person rather than project, with a BbBC welcome at the Centre and/or community based. Activities will include our "100 day challenges", community grants, coaching communities and resident led activities and our methodology designed to connect with our local community to build long-term relationships, capability and capacity which broadly fits into 3 phases:

1. scoping, insights and understanding of the local community;
2. engagement and action planning; and
3. activity delivery and capacity building.

### **EMPLOYMENT AND SKILLS**

We will continue to support our clients to develop the skills and confidence to move into employment but with a focus on supporting them to cope with the impact of COVID-19. This has not only reduced the local employment opportunities but is also having an impact on the mental health of our clients. Our delivery model takes a highly personalised, holistic and flexible approach to facilitating participants' personal development to help them become more employable and secure employment. We know it is necessary to tackle peoples' underlying issues, e.g., with health, confidence, debt and self-esteem, which form barriers to participation, in order to support sustainable employment outcomes. To do this, we are reshaping our services to focus even more on co-production, in particular through our Creative Futures project with young people looking to move in the arts and creative industries. We will continue to support people who have been unemployed for a long time, as well as people with health conditions, into work as part of our Central London Works project.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

The coming year will see a continuation of blended learning but with an increase in socially distanced face to face learning activities. We will enhance our range of more flexible learning with more opportunities for learners to engage outside the classroom, for example through the arts and building on our partner relationships including the English National Opera, Bow Arts and the National Theatre.

### **INSIGHTS**

As part of the BBBC Knowledge Share and Exchange Programme, we are developing a more integrated online platform, to continue the exchange of best practice in times of lockdown and allow more people to take part. Due to high demand, a sizeable proportion of the virtual content is about social prescribing, as its importance has been highlighted in the current situation. The aim of the online platform is to provide support and enable knowledge exchange remotely.

### **MY LIFE**

#### ***Arts***

Our arts programme will give even greater focus to its role as a space for artistic, creative and collaborative learning. Our programme will continue to focus on three areas.

- Participation will deliver arts based workshops, bringing people to together and providing space for people to explore individual and group creativity. We will continue our partnerships with ENO and the National Theatre and build new partnerships with organisations moving to Stratford East.
- Learning will make arts and creativity courses available throughout the year, e.g., using voice, filmmaking, photography, visual arts, music and drama.
- Sharing will see 6 exhibitions, 4 performances and 3 film premieres. The year's creative output will culminate in an Arts Festival in summer 2021.

#### ***Horticulture***

Our environment programme will focus on increasing the delivery of therapeutic horticulture, with the community being active participants in taking care of its own environment. The underlying principle is that is the programme enables participants to take care of themselves (people), the park (place) and the environment (planet).

There will be an increase in the need for access to green space and therapeutic horticulture due to the impact of COVID-19 on our local community. Locally, people have limited access to green space where exercise, socialising and other activities can be undertaken safely. The impact on mental health is already being seen in our community and the role of horticulture is a key element in the way we provide our support.

#### ***Social Care***

The first half of the year will involve continuing to support our clients remotely, either by phone, online or through the delivery of hard copy activities and materials. Alongside this, we will be planning changes and an expansion to our day services, which are largely funded by London Borough of Tower Hamlets, to meet the requirements of the new contract and which is in the course of a new tendering process. The changes include an employment first approach, support for more complex needs, evening and weekend delivery and an expanded range of workshops and activities including our community gardening sessions.

We will continue to deliver our Space to Connect project, which is for participants over the age of fifty and supports people to engage in activities that help them to feel more connected and make a positive contribution through volunteering. This both supports improvements and prevents deterioration in physical & mental health.

We will also develop support for family carers and for people with Personal Health Budgets.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

### ***Social Prescribing***

We will continue to expand the service to meet the increase in demand and aim to support 900 patients in 20/21. This will involve expanding the referral routes and types including more self-referrals, building on an integrated approach to supporting patients with the Bromley by Bow Health Partnership. The expansion of the service will involve a redesign of the delivery model and client journey based on:

- changing client needs due to the impact of COVID-19 Crisis Social Prescribing;
- the integration of the crisis and general social prescribing; and
- a focus on mental health and wellbeing and bereavement counselling, which is provided through City and East London Bereavement Service.

Our social prescribing methodology will continue to inform our external social prescribing link worker training.

### ***Sports and Physical Activity***

We will continue to deliver programmes for young people aged 16 to 21 who are not in education, employment, training or are in danger of heading into the criminal justice system. We will work with primary schools, councils and community partners to deliver structured, fun and beneficial sport and physical activities that all the family do together and deliver YMCA training. In addition, we plan to work with and support young carers and looked after children, disabled people and residents living with a mental health condition.

We aim to increase the number of regular, accessible, structured and long-term opportunities available at the centre which include:

- accredited training – sport and physical activity;
- structured sports and physical activities;
- socialising opportunities; and
- becoming a volunteer and use volunteering to benefit their pathway into employment, learning and becoming more socially and physically active on a long-term basis.

### **Fundraising Strategy**

The primary aim of the charity's fundraising strategy is to maximise income generation in support of the Centre's mission and forward strategy. This ensures we can continue to change more lives for the better, grow our services to meet community needs more effectively, become increasingly financially resilient as an organisation and build unrestricted reserves.

The fundraising task falls into two broad categories: restricted income that is directly connected to service delivery programmes and unrestricted income, including from trading activities that can be used flexibly to support hard-to-fund projects and underpin the running costs of the charity. During the past year our restricted income was £2,239k (£2,792k in 2019). The unrestricted income grew to £1,291k (£1,144k in 2019). Of this £590k (£490k in 2019) came from donations which, while the second year of increase, was short of expectations. This has led to significant strengthening of the unrestricted fundraising function of the organisation in the final quarter of the year, which we believe will have a major positive impact on our ability to meet our short and long term targets.

### ***Forward plans***

Our revised delivery model, which has emerged from Project Transform (our organisational change programme) and subsequently adjusted as a result of the coronavirus pandemic, requires a shift in funder profile to enable us to better meet community needs. There is a necessity to move further away from some of the more constrained statutory funding arrangements (such as payment-by-results contracts) to those that can support more flexibility and acknowledge the need for longer client journeys. The aim is to diversify funding and look to achieve growth in all the main service delivery priority areas.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

Our service delivery teams and development team are working jointly to create ambitious new projects and ways of working. This focuses on cross-cutting themes including: mental health, community development, digital skills, the arts, sustainability and volunteering. This requires blended funding models for key programmes that encourage bold and innovative projects, but which also help to spread and mitigate risk.

A key aspect of our income strategy is focused on strengthening our strategic partnerships. This is most fundamentally about our deepening relationship and expanding delivery platform with the Bromley by Bow Health Partnership. But it also extends to other important delivery partners, including Poplar HARCA, Bow Foodbank, the London Borough of Tower Hamlets and City & East London Bereavement Service.

Looking forward, the 2020/21 targets show substantial growth in total income and income from donations.

### ***Philanthropy and unrestricted income***

The charity recognises that it needs to grow its capability to generate unrestricted income, including opening up new strategies around philanthropy. To that end, we have appointed a Head of Philanthropy to lead this task, working alongside the Chief Executive. This work has begun by focusing on the considerable networks of senior leaders from across sectors who are already aligned with the Centre's work. This has enabled us to test our strategies and propositions and ensure that the charity is maximising its assets and drawing in other partners and funders who can support our work. We are also refreshing our approach with corporate businesses and developing new relationships that can provide long-term support year on year. There is also a fresh focus on attracting support from individual donors who can make significant contributions to our work, alongside the launch of our first Friends of the Bromley by Bow Centre programme.

### ***Development team***

Over the past year we have worked hard to strengthen our fundraising capacity and provide a strong foundation for the future. We have a highly capable team with very extensive experience across all aspects of charity income generation. We are not envisaging growing this team further in 2020/21. The income generation task is supported by our communications and marketing function driven by our experienced Communications Lead.

### ***Framework of good practice***

The Bromley by Bow Centre relies on voluntary contributions from donors and funders. Donations fund every aspect of our work, i.e., the delivery of vital frontline projects and also the support services needed for the charity to fulfil its objectives.

We are committed to fundraising best practice and abide by the Fundraising Regulator's key principles and behaviours that are enshrined in the Code of Fundraising Practice. There is a clear commitment to be legal, open, honest and respectful in all aspects of our fundraising activity. We undertake to comply with relevant law and regulations, including the Proceeds of Crime Act, Data Protection, Tax and Gift Aid legislation and Charity Commission guidance, as well as the Bromley by Bow Centre's own internal policies.

The development team monitors potential donations and corporate partnerships for compliance and risk. Final decisions regarding the appropriateness of gifts can be escalated to the Executive Leadership Group and the Board of Trustees. It is our Board's legal obligation to act in the best long-term interests of the charity and act prudently when deciding to accept or refuse voluntary donations. The charity will refuse a gift if it can reasonably conclude that its acceptance would be more detrimental to the organisation than its refusal.

All fundraising is done directly by employees as we do not utilise external professional fundraisers or commercial participators. There is very limited direct public fundraising undertaken but, at all times, we are cognisant of the need to protect members of the public and especially those who are vulnerable. We also abide by all regulations associated with avoiding unreasonable intrusion or persistent approaches and not exerting undue pressure on potential donors. The charity has never received a complaint relating to any of its fundraising activities.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

### **People and Culture Strategy**

The Bromley by Bow Centre continued to implement key initiatives from our people strategy, Everyone Matters, which was launched in March 2017. The initiatives have largely been driven by the work undertaken by the 'People' workstream group that was established as part of our approach to empowering project managers at a strategic level within the organisation.

Initiatives that were continued during the last year or launched include:

- the Workforce Wellbeing package of support for staff including an Employee Assistance Programme;
- providing one to one confidential support from our Wellbeing Manager;
- building on the achievement of our Investors in Volunteers (IiV) status at the end of 2018;
- undertaking an organisation wide engagement initiative;
- improving internal communications utilising new approaches necessitated by the move to remote working;
- supporting employees health and wellbeing needs during lockdown; and
- developing and approving a new Wellbeing and Development Strategy.

A new initiative to produce an overarching People and Culture Strategy was also started and involves a broad cross section of employees. The Strategy will lay out the key priorities for the coming years in the areas of:

- People, including the whole Employee Life Cycle;
- Culture, including how we will have an inclusive culture where everybody contributes their best;
- Organisation, including how we have a diverse workforce that reflects the community that we serve; and
- Engagement, including how we engage with our employees and volunteers so that they remain passionate about their work and the Centre.

# **The Bromley by Bow Centre** **Trustees' annual report**

**For the year ended 30 June 2020**

---

## **C Structure, Governance and Management**

The Bromley by Bow Centre is a registered charity (number 1041653) and is constituted as a company registered in England & Wales (number 2942840) and limited by guarantee. Its objects and powers are set out in its Memorandum and Articles of Association which were adopted in 1994. The Articles of Association were updated during the year ended 30 June 2018 and at the Annual General Meeting held on 17 September 2020.

We have continued to develop our policies and practices and this year's annual report takes us further down the road of good practice in terms of reporting and disclosure. The Board and its sub-committees continue to review overall effectiveness in line with good practice.

### **Public Benefit**

We have referred to the Charity Commission's general guidance on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees have considered how the planned activities of the organisation will contribute to the aims and objectives that have been established for the charity.

### **Objectives**

The Bromley by Bow Centre is a pioneering community regeneration charity operating from a location between the Olympic Park and Canary Wharf in the London Borough of Tower Hamlets, one of the most deprived parts of the country. The charity's aim is to remove the label 'deprived' from its community and its holistic approach recognises that deprivation is often rooted in a series of interconnected personal and/or family issues that require integrated and holistic solutions.

The Objects of the charity, as set out in the Articles of Association, state that "The Centre's objects are to promote the benefit of the inhabitants of East London and surrounding areas either alone or by associating together the inhabitants and the local authorities, voluntary and other organisations to advance education, protect and preserve health, relieve poverty, sickness and distress and provide recreational facilities and any such charitable purposes as the trustees shall from time to time decide."

### **Trustees and their responsibilities**

The governing body is the Board of Management ("Board") whose members are elected by the charity's membership at the Annual General Meeting and are directors for the purpose of company law and trustees for the purpose of charity law. In this report, they are referred to as trustees, to distinguish them from Executive Leadership Group ("ELG") members who are also referred to as directors on page 25 but are not Directors as defined in Company Law. The Board met together in-person five times during the year and, after lockdown was imposed, a further seven times via video conference. All Board meetings were attended by the Chief Executive. ELG members attended the annual general meeting, the budget meeting plus other selected meetings as required by agenda items.

The Board comprises a minimum of six and maximum of 15 Trustees and is currently at a level which the Board feels adequately represents the needs of the charity. The number of seats on the Board available to Nominees (i.e., Trustees nominated by partner organisations) was three during the year but was increased to four at the Annual General Meeting held on 17 September 2020. There are currently 11 members of the Board. Trustees serve an initial term of three years and can be elected for a maximum of 12 years.

# The Bromley by Bow Centre

## Trustees' annual report

**For the year ended 30 June 2020**

---

The principal responsibilities of the trustees, as set out in the Statement of Reserved Powers and Delegated Authorities policy, are listed below.

- Oversight of the charity, including control and accountability systems
- Appointing and removing the Chief Executive and establishing their remuneration package
- Contributing to and final approval of vision, mission and values statements
- Contributing to and final approval of the budget and business plan and associated performance objectives
- Contributing to and final approval of the Strategic Plan and associated performance measures
- Implementation of strategy and ensuring appropriate resources are available
- Reviewing and ratifying policies for reserves, risk management and investment
- Reviewing and ratifying leases and matters relating to property holdings
- Monitoring risk management and internal compliance and control systems and assessments
- Monitoring the performance of the Chief Executive and the Executive Leadership Group
- Approving the authorisation structure applicable to capital expenditure and operational commitments
- Approving and monitoring the progress of high risk projects
- Overall governance of the charity
- Approving and monitoring financial and other reporting
- Appointment of bankers and auditors
- Mergers and acquisitions along with major external collaborations
- Legal claims

The Board has developed a skills and diversity matrix which analyses the Board's composition and also helps identify prospective trustees. The key areas of skill and diversity which have been identified are listed below.

- Sector experience (private, public, third or multiple sectors)
- Gender / ethnicity / culture
- Skills / experience:
  - Church-related and faith-related matters
  - Creative sector
  - Education
  - Finance
  - Fundraising
  - General management and business
  - Health
  - HR management and coaching
  - Insurance
  - Legal
  - Local knowledge and partnerships
  - Marketing and communications
  - Property
  - Service delivery
  - Technology
  - The arts
  - Third sector and social enterprise
  - Youth

The Board considers that it currently has an appropriate mix of skills and background experience. The current Board has 11 Trustees and includes 27% female members; 45% of members are from BME communities; and 18% of members live within the local community.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

### **Trustee Training**

A structured induction programme is in place for new trustees supplemented by ad hoc support from the Chair, Vice-Chair and the ELG with external training opportunities provided if appropriate. The Trustee Induction programme is usually reviewed, renewed and improved annually.

In addition, the Board arranges Back to the Floor days for trustees. The purpose of these sessions is to give trustees hands-on experience of the Centre's work, covering a range of the programmes delivered. All trustees are regularly invited to events held at the Centre for the local community and are also encouraged to arrange individual one-to-one sessions in areas that particularly interest them, with the key objective being that trustees will be able to get a feel for the day-to-day operation of the Centre and build stronger relationships with the ELG and the wider staff team. This was enhanced in July 2019 when several senior managers discussed their areas of responsibilities during the Board Strategy session. Since then, several senior managers have been invited to join regular Board meetings to discuss the projects that they are working on.

### **Trustee Biographies**

Monjur Ali grew up and has lived in Bromley by Bow all his life, having studied in local schools and tertiary college in Tower Hamlets. He has been involved in diverse local projects and organisations (e.g., member of the Poplar HARCA Estate Board for more than 10 years, member of the Patient Forum of St. Andrew's Health Centre and one of the founding members of the Bromley By Bow Community Organisation, Coventry Cross youth club). Monjur has deep knowledge and understanding of the diverse cultures, local issues and needs of the community that helps the Centre ensure its projects are relevant and effective. He became a Trustee on 25 September 2013.

Simon Bevan is a Partner in Grant Thornton UK LLP and is a member of its Partnership Governance Board. Simon is a qualified coach and has over 30 years' experience of auditing, and working with the stakeholders of, successful high growth businesses, especially in the professional services sector. He has been both Managing Partner and Senior Partner of a large accounting firm and therefore brings finance, leadership and governance experience to his role as Treasurer with the Board. Simon became a Trustee on 30 November 2011.

Paul Brickell trained as a scientist and was Professor of Molecular Haematology at the Institute of Child Health at Great Ormond Street Hospital, University College London, where he ran a childhood cancer research department. He changed career to focus on the revival of east London, first as Director of Regeneration and Chief Executive of the Centre and then as Chief Executive of Leaside Regeneration. Paul now works for the London Legacy Development Corporation, which leads the development of QE Olympic Park, and is Chair of Poplar HARCA. He became a Trustee on 12 December 2018.

Michael Gould retired as a Lloyd's insurance broker in 2000 and, since then, has been a volunteer for Thames North Synod of the United Reformed Church ("URC"). His main involvement has been in respect of property and finance and he brings this knowledge, along with governance and insurance experience, to the Centre. Mike is the Nominee of the URC and became a Trustee on 29 March 2012.

Professor Ajit Lalvani is Head of Respiratory Infections at Imperial College London, Director of the National Institute for Health Research Health Protection Research Unit, Founding Director of the Tuberculosis Research Centre and Consultant Physician at Imperial College Healthcare NHS Trust. His research addresses the world's most serious respiratory infections and spans the pathway from basic and translational science to public health and societal impact. His governance experience includes roles on academic and funding committees at the Wellcome Trust, India Alliance, Medical Research Council, Royal College of Physicians and Royal Society of Medicine. Ajit founded a University of Oxford biotech company based on his innovations and shares the Centre's mission to improve public health and reverse health inequalities through tackling their social determinants and empowering underprivileged communities. He became a Trustee on 11 March 2014 and chairs the Board.

## **The Bromley by Bow Centre** **Trustees' annual report**

### **For the year ended 30 June 2020**

---

Dr Savitha Pushparajah is a GP Partner in the Bromley by Bow Health Partnership, which has a close working relationship with the Centre and operates three GP surgeries and a Walk-in Centre in Tower Hamlets. She has 15 years' experience of providing healthcare to patients and works closely with communities living in Tower Hamlets. Savitha has a good understanding of the health inequalities and social needs of this community and brings this knowledge to the Board, which she joined as a Trustee on 26 March 2009.

Zenith Rahman has lived and worked in Tower Hamlets for over 35 years and has been involved with the Centre for most of this time, including a spell as an Outreach Project Manager developing activities with different local groups. She has always been passionate about integrating communities and the work of the Centre. Zenith currently serves as a local councillor and is the nominee of the London Borough of Tower Hamlets. She is Vice President of the Centre and became a Trustee on 17 September 2020.

Obafemi Shokoya was born and brought up in the area surrounding the Centre. He worked as an NHS hospital pharmacist for more than twenty years, during which time he gained an MBA. Working as a Chief Pharmacist, he implemented major changes and turned around three acute provider hospital pharmacy departments. Various senior roles in a number of NHS trusts afforded him the opportunity of being directly involved in many complex cultures across different sectors of the health and care system. He collaborates closely with the King's Fund in developing his personal leadership practices and, for many years, has been interested in digital healthcare delivery and how technology can be used as a tool to leverage innovation and transformational change. He became a Trustee on 12 December 2018.

David Smeed is an executive level businessman with extensive experience of strategic business development, throughout Europe, in healthcare, property and property services. He is currently a Director at a Public Health Consultancy, PHAST CIC, with a focus on business development and operations. In the past, his roles have included Director of Development at UME Investment Ltd, a specialised Healthcare PFI investor, Managing Director at Bank of America Corporate Finance London and Managing Director of SCIC UK Ltd a French state-owned property services group. David's key competencies are in finance, business development and management. He became a Trustee on 8 June 2016. David chairs the Board Effectiveness sub-Committee and became Vice Chair in March 2018.

Rachel Smith is co-founder and COO of ExchangeWire, which publishes an advertising and marketing technology publication, and co-founded Wirecorp, which includes two other technology titles, and provides strategic oversight to the company's global operations. She has provided advice to a number of technology companies. Prior to this, Rachel spent ten years in the public sector working with management and politicians at a local and national level, in the UK and Australia. This included responsibility for corporate customer services, community engagement, public/private partnerships, voluntary and community sector services, media, communications and PR. She became a Trustee on 16 April 2019.

Neil Smith spent a large part of his professional life outside the UK working for Unilever in France, Holland, the Ivory Coast and the USA following which he joined Yoplait in France, participating in the private equity buyout of the Group. Neil is a finance professional, now retired, and is trustee of a group of academies in Thanet and non-executive director of a company in the Health and Wellbeing sector. He became a Trustee on 12 December 2018.

### **Trustees during the period**

During the year, there were 12 Board meetings. The membership of the Board from 1 July 2019 to the date of this Trustees' Report is shown in the following table. The table also shows the current membership of the Board sub-committees. All trustees are welcome to attend any sub-committee meeting should they wish.

# The Bromley by Bow Centre Trustees' annual report

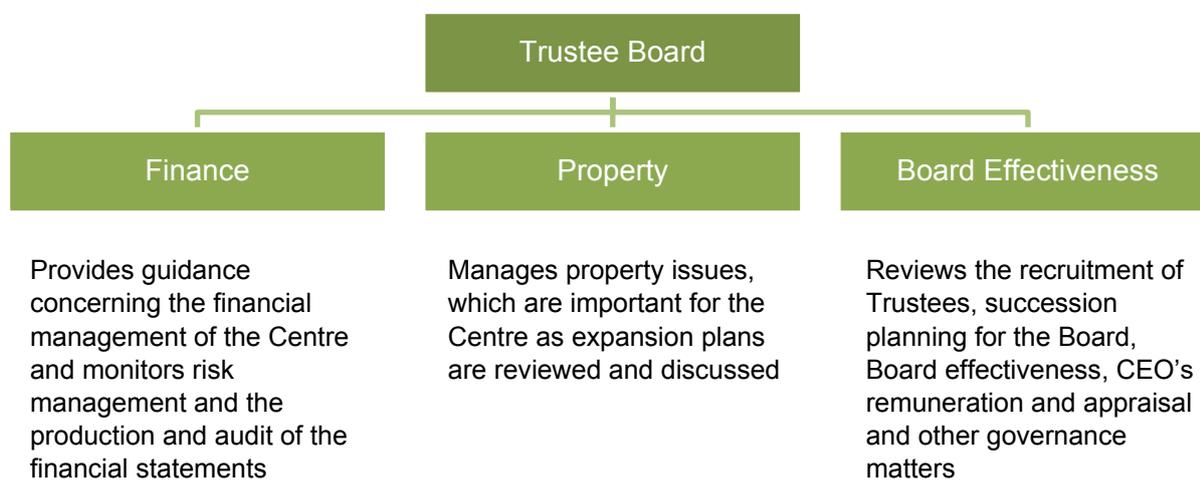
For the year ended 30 June 2020

		Sub-Committee Membership		
		Finance	Property	Board Effectiveness
Monjur Ali				
Simon Bevan		Chair		Member
Paul Brickell			Chair	
Michael Gould			Member	
Ajit Lalvani				
Marcia Maximin	Deceased 09/04/20			
Savitha Pushparajah		Member		Member
Zenith Rahman	Appointed 17/09/20			
Obafemi Shokoya				Member
David Smeed		Member	Member	Chair
Rachel Smith				
Neil Smith		Member		
Peter Thorne	Resigned 19/07/20			

The charity's insurance cover includes Indemnity Insurance for Trustees.

## Board Sub-Committees

There are three Board sub-committees, which are important for the effectiveness of the Board as a whole. The Board makes every effort to ensure all sub-committees comprise the right balance of appropriately skilled trustees and ELG members. In order to ensure there is a consistency of approach across the sub-committees, the Vice-Chair attends all the meetings.



The Board continues to monitor the effectiveness of these sub-committees as part of its annual effectiveness review. All current sub-committees will continue in their current form for a further 12 months.

Whilst the Trustees are responsible for oversight over the work of the Charity, day-to-day operations and decision-making continue to be delegated to Rob Trimble, the Chief Executive, who reports directly to the Board. Rob, now in his eighteenth year as Chief Executive, leads the organisation and chairs the ELG. The members of the ELG are Dr Julia Davis (Assistant Chief Executive), Catherine Tollington (Executive Director) and Michael Barnett (Director of Finance and Operations).

# The Bromley by Bow Centre Trustees' annual report

## For the year ended 30 June 2020

The Board has established appropriate controls and reporting mechanisms to ensure that the ELG operates within the scope of the powers delegated to it. The Board has determined Reserved Powers (as listed on page 22) which only it can ultimately exercise.

All matters not specifically reserved to the Board and necessary for the day-to-day operations of the charity are delegated to management. The specific responsibilities of management are listed below.

- Operate within delegated authority limits set by the Board
- Reporting to the Board in a timely manner and against agreed criteria
- Formulating and recommending the strategic direction of the charity
- Translating the approved strategic plan into annual operating and financial plans
- Managing human, physical and financial resources
- Compliance with relevant laws and regulations
- Deliver agreed performance measures
- Develop, implement and manage the risk management, internal compliance and control systems
- Develop, implement and update policies and procedures.

The members of the ELG are not directors for the purposes of company law.

### Diversity and Inclusivity

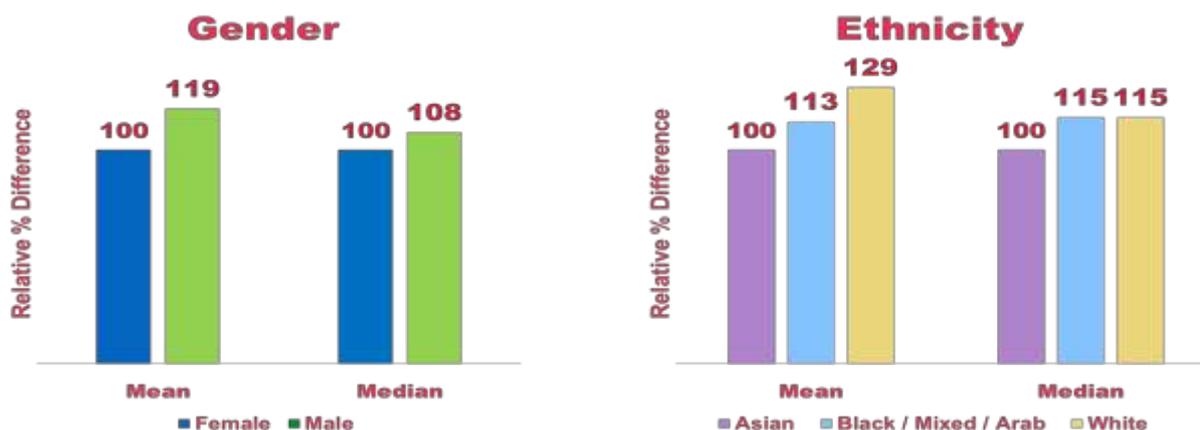
The Charity has a strong commitment to developing the diversity of its staff and volunteers through equal opportunity policies, training, targets and practical action. The Centre is a very diverse organisation. We pride ourselves that our delivery and support teams comprise individuals with many backgrounds and cultures and represent over 30 different nationalities. Between us, we speak more than 20 different languages.

We are equally committed to having an inclusive workplace culture where everyone can reach their full potential and have an equal say in what matters to them. Being transparent and accountable for pay gap reporting is crucial in driving equality and inclusivity. Presented below are the gender and ethnicity pay figures. We will publish these figures every year and monitor them every six months in order to track our performance. We will also monitor pay figures across other dimensions.

The graphics below shows our gender and ethnicity pay figures for September 2020.

- A mean gap is a calculation of the average annualised salary of employees, male versus female and non-ethnic minority versus ethnic minority.
- A median gap is a calculation of the exact mid-point between the lowest and highest paid employee in each group.

### Average Pay Gaps

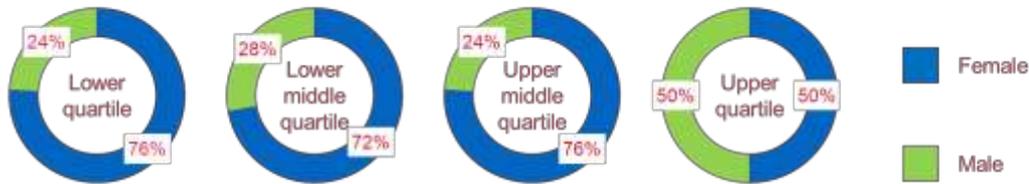


# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

## Proportion of employees in each pay quartile

### Gender



### Ethnicity



We recognise that we have a gender pay gap and an ethnicity pay gap as, on average, males are paid more than females and white employees are paid more than employees from ethnic minorities. These gaps are primarily driven by a lack of representation in senior roles due to a skew towards males and white employees in higher paid positions. However, the gaps are not driven by unequal pay as, within our salary bands, there are no common patterns of males and white employees being paid more on average than their counterparts.

As well as monitoring our performance every six months, we are undertaking a series of workshops open to all employees and Trustees to discuss the issues around diversity and inclusivity. The People and Culture Strategy being developed will identify actions to ensure that there are no systemic barriers preventing female and minority ethnic employees from realising their full potential.

## Remuneration Policy

Salaries for all posts are banded within a range commensurate with the job role. Pay increases are awarded on promotion and in line with cost of living increases. We are a London Living Wage employer.

The CEO's performance appraisal and remuneration review is managed by the Board Effectiveness sub-committee which makes recommendations on setting the salary of the CEO to the Board for approval.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

### **D. Principal Risks and Uncertainties**

#### **Risk Management**

As part of its ongoing responsibility for ensuring the identification and management of risk, the Board adopts a rolling assessment of strategic and operational risk at three levels, i.e., strategic, operational and project.

This process of risk assessment is reviewed on a regular basis by the Finance sub-committee which in turn reports into the Board. On an annual basis, the ELG report to the Board on the highest level risks and their mitigating actions. The severity of a risk is assessed in two ways:

- Risk Impact - based on the perceived severity of an occurrence; and
- Risk Likelihood - based on the probability of occurrence taking into account the identified mitigating actions being taken.

The Board is particularly interested in:

- new areas of risk;
- areas of risk for which the assessed impact is extreme or very serious and the assessed likelihood is highly likely or very likely; and
- risks where the implementation of mitigating actions have fallen behind schedule.

#### **Key Risks**

There are currently a total of 15 risks on the Centre's Risk Register. The key risks after mitigation that the Board is currently focusing on are listed below.

- Unrestricted Income - Levels of unrestricted income do not allow unfundable needs to be met or core costs to be covered.
- Cash flow liquidity - Unable to pay creditors in the short term due to lack of liquidity.
- Service Delivery margins - Margins from service delivery contracts do not cover the required level of overhead absorption.
- Staff and volunteer capabilities - Staff and volunteers do not have the right capabilities relative to their roles.

Key risks, and their potential impact on income and the use of the charity's services, are monitored continually by senior managers. The formal Risk Register is reviewed on a regular basis by the ELG, the Finance sub-committee and the Board, the latter most recently in February 2021.

# The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2020

## E Review of Financial Position

### The Centre's business model

The Bromley by Bow Centre derives its income from a number of sources. Almost all our restricted income results from the delivery of services from our different programmes (see "Income from Charitable Activities" in the SOFA) and comes from a range of sources as shown in the table in the following section. In addition, the Centre generates unrestricted income principally from fundraising, from the support of local community partners and from its property assets.

### Results for the year

The year to 30 June 2020 ended in a disappointing set of results as a result of the impact on COVID-19 on Income. An estimated £347k of net Income was lost in the fourth quarter of the financial year due to delayed funding decisions, the cessation of certain trading activities and the inability to deliver face to face services during lockdown. This was frustrating as the Centre had been on track to continue the turnaround from the difficulties faced in 2018 and, before the pandemic struck, had been expecting to deliver a small surplus in the year.

Total income fell 10% (5% decrease in 2019) to £3,530k (£3,936k in 2019). Income from charitable activities fell by 18% largely because some large Employment & Skills contracts came to an end. Income from donations improved by 20% to £621k as efforts to increase funding from this area yielded results. Expenditure decreased 8% from the previous year to £3,837k (£4,182k in 2019) as the Centre continued to work hard to reduce costs, especially in support functions, and improve margins.

Overall, the impact of COVID-19 and intense competition for some service delivery contracts has resulted in a deficit for the year of £307k (£246k in 2019). As a result, net current liabilities increased to £889k (£622k in 2019). The actions to ensure that the Centre breaks even as a minimum in 2021 and reduce net current liabilities are covered below under Reserves.

The broad sources of the Centre's funding in recent years are shown below.

Nature	Source	2019-20	2018-19	2017-18	2016-17	2015-16
Restricted	Statutory	36%	40%	46%	42%	40%
	Corporate	16%	18%	19%	18%	21%
	Housing Associations and Social Landlords	2%	3%	2%	2%	2%
	Trusts	11%	10%	11%	12%	9%
	<b>Total</b>		<b>65%</b>	<b>71%</b>	<b>78%</b>	<b>74%</b>
Unrestricted	Income from hire of space	11%	9%	8%	8%	8%
	Other activities	24%	20%	14%	16%	20%
	<b>Total</b>		<b>35%</b>	<b>29%</b>	<b>22%</b>	<b>26%</b>

### Reserves

At 30 June 2020, the charity's unrestricted funds were in surplus by £1,392k (2019: £1,699k) of which £2,751k represents the Centre's fixed assets. Restricted funds at 30 June 2020 stood at zero (2019: zero). Total reserves decreased to £1,392k (2019: £1,699k), mainly represented by tangible assets with a net book value of £2,751k (2019: £2,868k).

## **The Bromley by Bow Centre**

### **Trustees' annual report**

#### **For the year ended 30 June 2020**

---

The charity's Reserves Policy seeks to protect its clients and staff by ensuring that services can continue to operate should unforeseen fluctuations in income or expenditure occur. The Board has established a Reserves Policy to protect and safeguard the assets of the Centre.

The Board reviewed the Reserves policy in September 2020 and retained the definition of Free Reserves as Undesignated Net Current Assets, which is effectively working capital available. Under this definition, Free Reserves at 30 June 2020 were in deficit by £889k (2019: £622k in deficit) and can be seen in note 18.

The Reserves policy seeks to return Free Reserves to a positive position and this is one of the Board's key priorities. Trustees and management are clear on the need to redress the deficit in Free Reserves and this is of the highest importance in the new financial year. To achieve this, the agreed budget for the new financial year shows a surplus and steps to deliver this include:

- a major push to increase unrestricted income, including from philanthropic sources;
- growth in Service Delivery income based on existing contracts and new bids using propositions that have been developed;
- ongoing improvements in margins on service delivery contracts;
- elimination of service delivery activities that were self-funded;
- redesignation of roles within a flexible delivery model towards activities where funding has been secured;
- a restructuring programme that has resulted in some redundancies, mostly in support functions; and
- a number of small scale changes to ways of working and spending.

#### **Cash and Cash Flow**

Cash, which has been tightly managed this year, remains adequate with funds of £274k (2019: £435k) as at 30 June 2020. The decline in cash of £161k is less than the deficit of £307k largely because the value of fixed assets purchased was significantly lower than the depreciation charge for the year.

As some of the charity's income is received in large, irregular amounts, the funds held by the charity fluctuates during the year. To ensure that these fluctuations did not cause short term cash flow difficulties, two loans at zero interest totalling £175k remain outstanding as at 30 June 2020 (2019: £175k). Of these, one is repayable in March 2021 and the other in September 2021.

The charity's Investment Policy seeks to produce the best financial return for uncommitted funds within an acceptable level of risk.

After eight months of the 2020-21 financial year, the charity has already secured more income than for the whole of 2019-20 and has a pipeline of further income in the current year. With the expectation that total income will be higher and the impact of the expenditure reduction measures outlined above, the charity is on track to deliver a surplus in 2020-21. Looking further ahead, the charity holds numerous contracts that extend into and beyond the 2021-22 financial year and will gain further from the annualised benefits of expenditure savings.

The Board has considered the cash flow forecast to June 2022. This shows that, based on reasonable estimates of inflows, the charity can pay trade creditors and loan payments when amounts fall due and repay the outstanding taxation creditors built up during the pandemic without recourse to new funding. Notwithstanding this, a funding facility of up to £500k has been secured after the Board considered proper advice under Section 124 of the Charities Act 2011. This will provide a flexible source of funds to cover any unexpected liquidity issues. In addition, an application has been accepted for funding of £504k under the Resilience and Recovery Loan Fund and the Board is confident that the element represented by borrowings can be repaid through ongoing cash flows. The funding facility and the borrowings will enable the Centre to maintain the current level of impact and underpin other activities that are required by the local community. In extreme circumstances, the Centre holds significant assets, some of which have been professionally valued at amounts significantly higher than shown on the Balance Sheet, and these could be monetised to ensure that all financial obligations are met.

# **The Bromley by Bow Centre**

## **Trustees' annual report**

**For the year ended 30 June 2020**

---

The Board has reviewed the uncertainties surrounding the cash flow forecast, notably the generation of unrestricted income and the ongoing impact of complying with the Government's lockdown restrictions, but judge that these are not material given the good start to the new financial year, the funding facilities already in place and the value that could be realised from the fixed assets that the charity holds. As such, the trustees consider the charity to be a going concern.

## **F Statement of the Responsibilities of the Trustees**

The trustees (who are also directors of The Bromley by Bow Centre for the purposes of company law) are responsible for preparing the trustees' annual report, and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Auditor**

Sayer Vincent LLP acted as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 2 March 2021 and signed on their behalf by

Ajit Lalvani  
Chair

## Independent auditor's report

### To the members of The Bromley by Bow Centre

---

#### Opinion

We have audited the financial statements of The Bromley by Bow Centre (the 'charitable company') for the year ended 30 June 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 30 June 2020 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
- 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### Other information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Independent auditor's report

### To the members of The Bromley by Bow Centre

---

#### 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 trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which 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 statement of trustees' responsibilities set out in the trustees' annual report, 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 the 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 judgment 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 purpose of expressing an opinion on the effectiveness of the entity's internal control.

## Independent auditor's report

### To the members of The Bromley by Bow Centre

---

- 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 entity'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 entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

#### Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable 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 anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

3 March 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

The Bromley by Bow Centre

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 30 June 2020

	Note	Unrestricted £'000	Restricted £'000	2020 Total £'000	Unrestricted £'000	Restricted £'000	2019 Total £'000
<b>Income from:</b>							
Donations and legacies	2	671	31	702	490	26	516
Charitable activities	4						
Employment & Skills		-	397	397	-	842	842
My Life		-	958	958	-	1,153	1,153
Community Connections		14	106	120	-	180	180
Beyond Business		-	116	116	-	118	118
Action for Bow		18	-	18	18	-	18
Advice Centre		15	524	539	-	473	473
Insights		180	107	287	169	-	169
Other trading activities	3	392	-	392	466	-	466
Investment income		1	-	1	1	-	1
<b>Total income</b>		<b>1,291</b>	<b>2,239</b>	<b>3,530</b>	<b>1,144</b>	<b>2,792</b>	<b>3,936</b>
<b>Expenditure on:</b>							
Raising funds		397	-	397	387	26	413
Charitable activities							
Employment & Skills		17	613	630	-	960	960
My Life		23	1,144	1,167	-	1,378	1,378
Community Connections		14	202	216	-	296	296
Beyond Business		-	148	148	-	149	149
Action for Bow		17	-	17	-	18	18
Advice Centre		10	710	720	-	583	583
Insights		218	130	348	229	-	229
Other trading activities		194	-	194	156	-	156
<b>Total expenditure</b>	5	<b>890</b>	<b>2,947</b>	<b>3,837</b>	<b>772</b>	<b>3,410</b>	<b>4,182</b>
<b>Net income / (expenditure) for the year</b>	6	<b>401</b>	<b>(708)</b>	<b>(307)</b>	<b>372</b>	<b>(618)</b>	<b>(246)</b>
Transfers between funds		(708)	708	-	(535)	535	-
<b>Net movement in funds</b>		<b>(307)</b>	<b>-</b>	<b>(307)</b>	<b>(163)</b>	<b>(83)</b>	<b>(246)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		1,699	-	1,699	1,862	83	1,945
<b>Total funds carried forward</b>		<b>1,392</b>	<b>-</b>	<b>1,392</b>	<b>1,699</b>	<b>-</b>	<b>1,699</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

# The Bromley by Bow Centre

## Balance sheet

Company no. 2942840

As at 30 June 2020

	Note	£'000	2020 £'000	£'000	2019 £'000
<b>Fixed assets:</b>					
Tangible assets	11		<u>2,751</u>		<u>2,868</u>
			2,751		2,868
<b>Current assets:</b>					
Debtors	13	759		529	
Cash at bank and in hand		<u>274</u>		<u>435</u>	
		1,033		964	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	<u>(1,922)</u>		<u>(1,586)</u>	
<b>Net current liabilities</b>			<u>(889)</u>		<u>(622)</u>
<b>Total assets less current liabilities</b>			<u>1,862</u>		<u>2,246</u>
Creditors: amounts falling due after one year	16		<u>(470)</u>		<u>(547)</u>
<b>Total net assets</b>			<u><u>1,392</u></u>		<u><u>1,699</u></u>
<b>The funds of the charity:</b>					
Restricted income funds	19		-		-
Unrestricted income funds:					
Designated funds		14		14	
General funds		<u>1,378</u>		<u>1,685</u>	
Total unrestricted funds			<u>1,392</u>		<u>1,699</u>
<b>Total charity funds</b>			<u><u>1,392</u></u>		<u><u>1,699</u></u>

Approved by the trustees on 2 March 2021 and signed on their behalf by

Ajit Lalvani  
Chair

The Bromley by Bow Centre

Statement of cash flows

For the year ended 30 June 2020

	2020		2019	
	£'000	£'000	£'000	£'000
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>		<b>(307)</b>		<b>(246)</b>
Depreciation charges		140		113
Investment Income		(1)		(1)
Interest Paid		45		49
Decrease/(increase) in debtors		(230)		276
Increase/(decrease) in creditors		315		199
		<hr/>		<hr/>
<b>Net cash provided by / (used in) operating activities</b>		<b>(38)</b>		<b>390</b>
<b>Cash flows from investing activities:</b>				
Bank interest received	1		1	
Interest paid	(45)		(49)	
Purchase of fixed assets	(24)		(127)	
		<hr/>		<hr/>
<b>Net cash provided by / (used in) investing activities</b>		<b>(68)</b>		<b>(175)</b>
<b>Cash flows from financing activities:</b>				
Repayments of borrowing	(55)		(50)	
		<hr/>		<hr/>
<b>Net cash provided by / (used in) financing activities</b>		<b>(55)</b>		<b>(50)</b>
		<hr/>		<hr/>
<b>Change in cash and cash equivalents in the year</b>		<b>(161)</b>		<b>165</b>
Cash and cash equivalents at the beginning of the year		435		270
		<hr/>		<hr/>
<b>Cash and cash equivalents at the end of the year</b>		<b>274</b>		<b>435</b>
		<hr/> <hr/>		<hr/> <hr/>

## 1 Accounting policies

### a) Statutory information

The Bromley by Bow Centre is a charitable company limited by guarantee and is incorporated in the UK. The registered office address is St Leonards Street, Bromley by Bow, London, E3 3BT.

### b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

### d) Going concern

During the year, the charity had net outgoing funds of £307k, largely as a result of the impact of the COVID-19 pandemic in the last quarter of the financial year and lower than hoped for unrestricted income. At year end, there was a deficit on free reserves of £889k. At the balance sheet date, the charity had bank balances totalling £274k and net current liabilities of £889k.

After seven months of the 2020–21 financial year, the charity has already secured more income than for the whole of 2019–20 and has a pipeline of further income in the current year. With the expectation that total income will be higher and the impact of the expenditure reduction measures outlined above, the charity is on track to deliver a surplus in 2020–21. Looking further ahead, the charity holds numerous contracts that extend into and beyond the 2021–22 financial year and will gain further from the annualised benefits of expenditure savings.

The Board has considered the cash flow forecast to June 2022. This shows that, based on reasonable estimates of inflows, the charity can pay trade creditors and loan payments when amounts fall due and repay the outstanding taxation creditors built up during the pandemic without recourse to new funding. Notwithstanding this, a funding facility of up to £500k has been secured after the Board considered proper advice under Section 124 of the Charities Act 2011. This will provide a flexible source of funds to cover any unexpected liquidity issues. In addition, an application has been accepted for funding of £504k under the Resilience and Recovery Loan Fund and the Board is confident that the element represented by borrowings can be repaid through ongoing cash flows. The funding facility and the borrowings will enable the Centre to maintain the current level of impact and underpin other activities that are required by the local community. In extreme circumstances, the Centre holds significant assets, some of which have been professionally valued at amounts significantly higher than shown on the Balance Sheet, and these could be monetised to ensure that all financial obligations are met.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred; else the income is deferred until the above criteria is fulfilled, normally as per the funder's written conditions.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

**1 Accounting policies (continued)**

**f) Donations of cash, gifts, services and facilities**

Cash donations are recognised as income upon entitlement.

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Allocation of support costs**

Resources expended are included in the statement of financial activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Other costs, which are attributable to more than one activity, are apportioned across cost categories. The basis of allocation reflects the staff resources absorbed by that activity.

Charitable expenditure comprises those costs incurred by the charity in the delivery of services to its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**k) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Land is not depreciated. The depreciation rates in use are as follows:

- Freehold Buildings 2% of cost per year
- Computer Equipment 20–25% of cost per year
- Other Equipment 20% of cost per year
- Fixtures and Fittings 10–20% of cost per year

**1 Accounting policies (continued)**

**m) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**n) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**o) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**p) Pensions**

Contributions payable to employees' private defined contribution pension plans are charged to the statement of financial activities in the period to which they relate.

**q) Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2 Income from donations and legacies**

	2020			2019		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Donations	590	31	621	490	26	516
Government Grants Income	81	-	81	-	-	-
	<b>671</b>	<b>31</b>	<b>702</b>	<b>490</b>	<b>26</b>	<b>516</b>

**3 Other Trading Income**

	2020			2019		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Rent and service charge income	368	-	368	359	-	359
Fundraising activities	-	-	-	73	-	73
Other Trading Income	24	-	24	35	-	35
<b>Total Other Trading Income</b>	<b>392</b>	<b>-</b>	<b>392</b>	<b>466</b>	<b>-</b>	<b>466</b>

# The Bromley by Bow Centre

## Notes to the financial statements

For the year ended 30 June 2020

### 4 Income from charitable activities

Total funding from Government sources is £1.0M (2019: £1.3M).

	Unrestricted £'000	Restricted £'000	2020 Total £'000	Unrestricted £'000	Restricted £'000	2019 Total £'000
<b>Charitable Activities</b>						
<u>Employment &amp; Skills</u>						
Aim4Work	-	42	42	-	188	188
Create Your Future	-	53	53	-	207	207
ESOL for Work	-	14	14	-	176	176
ESOL New City College	-	85	85	-	-	-
Ingeus Central London Works	-	25	25	-	-	-
LCF Creative Communities	-	29	29	-	-	-
National Careers Service	-	-	-	-	18	18
Work routes 50+	-	61	61	-	146	146
Others (Employment & Skills)	-	88	88	-	107	107
	-	<b>397</b>	<b>397</b>	-	<b>842</b>	<b>842</b>
<u>My Life</u>						
Active Health	-	33	33	-	-	-
Active Together	-	96	96	-	58	58
Cancer Prescribing	-	64	64	-	173	173
Communities Driving Change	-	216	216	-	189	189
Fit 4 Life Centre	-	-	-	-	203	203
Healthy Cities	-	60	60	-	71	71
Social Care	-	248	248	-	239	239
NLCF Development Grant	-	43	43	-	-	-
Social Prescriber	-	70	70	-	72	72
Young Londoners	-	43	43	-	15	15
Others (My Life)	-	85	85	-	133	133
	-	<b>958</b>	<b>958</b>	-	<b>1,153</b>	<b>1,153</b>
<u>Community Connections</u>						
Connection Zone	-	14	14	-	26	26
Space to Connect	-	39	39	-	-	-
Time Bank	-	34	34	-	117	117
Others (Community Connections)	14	19	33	-	37	37
	<b>14</b>	<b>106</b>	<b>120</b>	-	<b>180</b>	<b>180</b>
<u>Beyond Business</u>						
Investec	-	116	116	-	118	118
Others	-	-	-	-	-	-
	-	<b>116</b>	<b>116</b>	-	<b>118</b>	<b>118</b>
<u>Action for Bow</u>						
Action for Bow	18	-	18	18	-	18
Others	-	-	-	-	-	-
	<b>18</b>	-	<b>18</b>	<b>18</b>	-	<b>18</b>
<u>Advice Centre</u>						
City Bridge Trust	-	43	43	-	41	41
East End Energy Fit	-	142	142	-	135	135
Eastend Homes	-	49	49	-	50	50
Getting on with money	-	99	99	-	103	103
IAA Real	-	31	31	-	31	31
LAP6 Generalist Advice Services	-	13	13	-	50	50
LCF Advice & Information	-	39	39	-	-	-
UK Power Networks	-	16	16	-	-	-
Others (Advice Centre)	15	92	107	-	63	63
	<b>15</b>	<b>524</b>	<b>539</b>	-	<b>473</b>	<b>473</b>
<u>Insights</u>						
Tours	50	-	50	50	-	50
Consultancy	18	-	18	60	-	60
Research and Evaluation	112	-	112	59	-	59
Regional Facilitator	-	71	71	-	-	-
Act Early	-	31	31	-	-	-
Evidence Into Practice	-	5	5	-	-	-
	<b>180</b>	<b>107</b>	<b>287</b>	<b>169</b>	-	<b>169</b>
<b>Total Charitable activities</b>	<b>227</b>	<b>2,208</b>	<b>2,435</b>	<b>187</b>	<b>2,766</b>	<b>2,953</b>

## 5a Analysis of expenditure (current year)

	Charitable activities											2020 Total £'000	2019 Total £'000
	Raising funds £'000	Other trading activities £'000	Employ- ment & Skills £'000	My Life £'000	Community Connections £'000	Beyond Business £'000	Action for Bow £'000	Advice Centre £'000	Insights £'000	Governance costs £'000	Support costs £'000		
Staff costs (Note 7)	216	94	382	618	117	90	11	434	185	-	708	<b>2,855</b>	3,045
Service Delivery/ Costs	64	-	41	215	36	9	-	52	63	-	-	<b>480</b>	534
Centre Delivery Costs	-	-	-	-	-	-	-	-	-	-	103	<b>152</b>	144
Facilities, Property, Health and Safety	-	49	-	-	-	-	-	-	-	-	239	<b>256</b>	265
Finance and Accounting	-	-	-	-	-	-	-	-	-	-	17	<b>17</b>	125
General Management, Other	-	-	-	-	-	-	-	-	-	-	35	<b>35</b>	23
Human Resources and Hospitality	-	-	-	-	-	-	-	-	-	-	42	<b>42</b>	46
Information and Communications	-	-	-	-	-	-	-	-	-	-	-	-	-
Governance costs	280	143	423	833	153	99	11	486	248	17	1,144	<b>3,837</b>	4,182
Support costs	2	1	3	5	1	1	-	3	1	(17)	-	-	-
	115	50	204	329	62	48	6	231	99	-	(1,144)	-	-
<b>Total expenditure 2020</b>	<b>397</b>	<b>194</b>	<b>630</b>	<b>1,167</b>	<b>216</b>	<b>148</b>	<b>17</b>	<b>720</b>	<b>348</b>	<b>-</b>	<b>-</b>	<b>3,837</b>	<b>4,182</b>
Total expenditure 2019	413	156	960	1,378	296	149	18	583	229	-	-	<b>4,182</b>	-

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Certain expenditure is directly attributable to, and therefore allocated to, Charitable Activities. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories. The basis of allocation reflects the staff resources absorbed by that activity.

## 5b Analysis of expenditure (prior year)

	Charitable activities											2019 Total £'000
	Raising funds £'000	Other trading activities £'000	Employ- ment & Skills £'000	Communities, Health & Wellbeing £'000	Community Connections £'000	Beyond Business £'000	Action for Bow £'000	Advice Centre £'000	Insights £'000	Governance costs £'000	Support costs £'000	
Staff costs (Note 7)	268	80	590	743	150	89	12	352	145	-	616	3,045
Service Delivery Costs	36	-	73	261	71	15	-	53	25	-	-	534
Centre Delivery Costs	-	43	-	-	-	-	-	-	-	-	101	144
Facilities, Property, Health and Safety	-	-	-	-	-	-	-	-	-	18	247	265
Finance and Accounting	-	-	-	-	-	-	-	-	-	-	125	125
General Management, Other	-	-	-	-	-	-	-	-	-	-	23	23
Human Resources and Hospitality	-	-	-	-	-	-	-	-	-	-	46	46
Information and Communications	-	-	-	-	-	-	-	-	-	-	-	-
Governance costs	304	123	663	1,004	221	104	12	405	170	18	1,158	4,182
Support costs	2	1	4	5	1	1	-	3	1	(18)	-	-
	107	32	293	369	74	44	6	175	58	-	(1,158)	-
<b>Total expenditure 2019</b>	<b>413</b>	<b>156</b>	<b>960</b>	<b>1,378</b>	<b>296</b>	<b>149</b>	<b>18</b>	<b>583</b>	<b>229</b>	<b>-</b>	<b>-</b>	<b>4,182</b>

Notes to the financial statements

For the year ended 30 June 2020

**6 Net income / (expenditure) for the year**

This is stated after charging / (crediting):

	2020 £'000	2019 £'000
Depreciation	140	113
Operating lease rentals: Property	17	17
Auditors' remuneration (excluding VAT):		
Audit	14	14
Under accrual from prior year	2	4
	<u>173</u>	<u>148</u>

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2020 £'000	2019 £'000
Salaries and wages	2,549	2,737
Redundancy and termination costs	19	–
Social security costs	220	243
Employer's contribution to defined contribution pension schemes	67	65
	<u>2,855</u>	<u>3,045</u>

The following number of employees received employee benefits during the year between:

	2020 No.	2019 No.
£60,000 – £69,999	2	–
£70,000 – £79,999	–	1
£80,000 – £89,999	1	1
	<u>3</u>	<u>2</u>

The total employee benefits including pension contributions and employer's NIC of the key management personnel were £271,135 (2019: £221,259). One of the four key management personnel presented in the 2018–19 accounts left during 2019–20.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £Nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £Nil (2019: £Nil).

**8 Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020 No.	2019 No.
Costs of raising funds	5	5
Other trading activities	–	1
Employment & Skills	15	21
My Life	27	35
Community Connections	7	8
Beyond Business	2	2
Advice Centre	16	17
Insights	4	5
Support	25	25
	<u>101</u>	<u>119</u>

Notes to the financial statements

For the year ended 30 June 2020

9 Related party transactions

The charity encourages each of its major local partnership organisations, i.e., the Bromley by Bow Health Partnership, the London Borough of Tower Hamlets, Poplar HARCA and the United Reformed Church, to nominate a representative as a Trustee. In the normal course of its operation, the charity transacts financially, on an arms' length basis, with all of these organisations. Their representative on the Board of Trustees (see Biographies of the Trustees in the Trustees' Report) has no direct interest in any of these transactions.

During the year, the charity received an unrestricted £20,000 (2019: £20,000) donation from the Vitabiotics Foundation. The Charity's chair, Ajit Lalvani, is a non-executive director of Vitabiotics Limited.

During the year, the Charity received grants and donations of £211,500 (2019: £158,625) from Poplar Harca. One of the charity's Trustees, Mr Paul Brickell, is the chair of Poplar Harca. Two Trustees, Monjur Ali and Marcia Maximin, held positions on Poplar Harca Estate Boards.

During the year, the Charity received grants and contract income totalling £382,240 (2019: £385,214) from London Borough of Tower Hamlets ("LBTH"). Helal Uddin, the charity's Director of Community Engagement and Regeneration is also a Councillor of LBTH.

There are no other donations from related parties which are outside the normal course of business.

The total value of donations from 10 Trustees during the year were £47,797 (2019: from 8 Trustees were £1,103).

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Tangible fixed assets

	Land and Buildings £'000	Plant and Machinery £'000	Fixtures and fittings £'000	Computer Equipment £'000	Total £'000	
<b>Cost or valuation</b>						
At the start of the year	4,185	124	57	194	4,560	
Additions in year	5	10	6	3	24	
At the end of the year	4,190	134	63	197	4,584	
<b>Depreciation</b>						
At the start of the year	1,379	118	55	141	1,693	
Charge for the year	111	3	1	25	140	
At the end of the year	1,490	121	56	166	1,833	
<b>Net book value</b>						
<b>At the end of the year</b>	2,700	13	7	31	2,751	
At the start of the year	2,806	6	2	54	2,868	
<b>Land and Buildings</b>						
	Land £'000	Park Development £'000	Mary Buss House £'000	Health Centre £'000	Enterprise Barn £'000	Total £'000
<b>Cost or valuation</b>						
At the start of the year	235	212	24	3,291	423	4,185
Additions in year	-	-	-	5	-	5
At the end of the year	235	212	24	3,296	423	4,190
<b>Depreciation</b>						
At the start of the year	-	57	10	1,211	101	1,379
Charge for the year	-	6	-	96	9	111
At the end of the year	-	63	10	1,307	110	1,490
<b>Net book value</b>						
<b>At the end of the year</b>	235	149	14	1,989	313	2,700
At the start of the year	235	155	14	2,080	322	2,806

All fixed assets held are for the use of the charity, with the exception of Mary Buss House which is occupied by another charity on a long term lease; this property was gifted to the charity and was valued by the Trustees at that time. The Health Centre is subject to a charge as security for the loan from AVIVA which is shown in note 16. Land with a value of £235,000 (2019: £235,000) is included within freehold property and not depreciated. All of the above assets are used for charitable purposes.

## The Bromley by Bow Centre

### Notes to the financial statements

#### For the year ended 30 June 2020

#### 12 Investments

Through the charity's Beyond Business programme, which identifies potential new social enterprises and then guides and supports their launch, BbBC currently has a 5% shareholding in Grassroot Workshop CIC, Fat Macy's Ltd, The Hard Yard Ltd, Appt Ltd, Juta Shoes Ltd, Imagen Ltd, InCommon Ltd, Performance Ready Strength & Conditioning Ltd, Supply Change Ltd, Wayfinders 2018 CIC (Trading as "The Visionaries"), We Speak Ltd and Yarrow Films Ltd. It has not been possible to arrive at a market value of these shareholdings at 30 June 2020, which in any event is not judged to be material.

#### 13 Debtors

	2020 £'000	2019 £'000
Trade debtors	443	318
Other debtors	4	6
Prepayments	32	7
Accrued income	280	198
	<u>759</u>	<u>529</u>

#### 14 Creditors: amounts falling due within one year

	2020 £'000	2019 £'000
AVIVA loan	59	50
Bromley by Bow Health Practice Loan	75	75
Vitabiotics Foundation Loan	100	100
Trade creditors	162	206
Taxation and social security	564	293
Other creditors	281	352
Accruals	83	77
Deferred income (note 15)	598	432
	<u>1,922</u>	<u>1,586</u>

The Bromley by Bow Health Practice have made interest free loans totalling £150,000. £75,000 has been repaid and the balance of £75,000 was originally repayable by 30 June 2020 but is now due for repayment by 31 March 2021.

The Vitabiotics Foundation loan of £100,000 is interest free and is now repayable by 30 September 2021.

#### 15 Deferred income

Deferred income comprises grants and other funding to be used in future accounting periods together with rent and other contractual income received in advance.

	2020 £'000	2019 £'000
Balance at the beginning of the year	432	591
Amount released to income in the year	(432)	(591)
Amount deferred in the year	598	432
	<u>598</u>	<u>432</u>
Balance at the end of the year	<u>598</u>	<u>432</u>

#### 16 Creditors: amounts falling due after one year

	2020 £'000	2019 £'000
AVIVA Loan secured	470	547
	<u>470</u>	<u>547</u>

The AVIVA loan is secured by a first legal charge on the freehold land and buildings registered at HM Land Registry under the Title Number EGL332867. The original loan of £600,000 is repayable by amortised instalments of capital and interest over a thirty year period from September 1997; interest is repayable at 9.75%. An additional loan of £500,000 is repayable by amortised instalments of capital and interest over a twenty two year period from September 2005; interest is repayable at 5.73%. The remaining term of both loans is 7 years (June 2027).

Notes to the financial statements

For the year ended 30 June 2020

17 Pension scheme

On 1 August 2014, and in compliance with workplace pension legislation, the company introduced a Group Personal Pension Plan arranged through Scottish Widows. The company contributes up to 6% of gross pay for all entitled employees depending on seniority, service and the employee's own contribution. At 30 June 2020 there were 67 (2019: 78) employees who chose to take advantage of this benefit. During the period the amount payable by the charity in respect of these post-retirement benefits amounted to £66,994 (2019: £64,071).

18a Analysis of net assets between funds (current year)

	Fixed Assets £'000	Net Current Assets £'000	Long Term Liabilities £'000	Total funds £'000
<b>Unrestricted Funds</b>				
Designated Fund	14	-	-	14
General Fund	2,737	(889)	(470)	1,378
<b>Net assets at the end of the year</b>	<b>2,751</b>	<b>(889)</b>	<b>(470)</b>	<b>1,392</b>

18b Analysis of net assets between funds (prior year)

	Fixed Assets £'000	Net Current Assets £'000	Long Term Liabilities £'000	Total funds £'000
<b>Unrestricted Funds</b>				
Designated Fund	14	-	-	14
General Fund	2,854	(622)	(547)	1,685
<b>Net assets at the end of the year</b>	<b>2,868</b>	<b>(622)</b>	<b>(547)</b>	<b>1,699</b>

19a Movements in funds (current year)

	At the start of the year £'000	Income £'000	Expenditure £'000	Transfers £'000	At the end of the year £'000
<b>Restricted funds:</b>					
<b>Charitable Activities</b>					
Employment & Skills	-	397	(613)	216	-
My Life	-	958	(1,144)	186	-
Community Connections	-	106	(202)	96	-
Beyond Business	-	116	(148)	32	-
Action for Bow	-	-	-	-	-
Advice Centre	-	524	(710)	186	-
Insights	-	107	(130)	23	-
<b>Other</b>					
Donations and Legacies	-	31	-	(31)	-
<b>Total restricted funds</b>	<b>-</b>	<b>2,239</b>	<b>(2,947)</b>	<b>708</b>	<b>-</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Mary Buss House	14	-	-	-	14
<b>Total designated funds</b>	<b>14</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14</b>
<b>General funds</b>	<b>1,685</b>	<b>1,291</b>	<b>(890)</b>	<b>(708)</b>	<b>1,378</b>
<b>Total unrestricted funds</b>	<b>1,699</b>	<b>1,291</b>	<b>(890)</b>	<b>(708)</b>	<b>1,392</b>
<b>Total funds</b>	<b>1,699</b>	<b>3,530</b>	<b>(3,837)</b>	<b>-</b>	<b>1,392</b>

The Bromley by Bow Centre

Notes to the financial statements

For the year ended 30 June 2020

19b Movements in funds (prior year)

	At the start of the year £'000	Income £'000	Expenditure £'000	Transfers £'000	At the end of the year £'000
<b>Restricted funds:</b>					
<b>Charitable Activities</b>					
Employment & Skills	-	842	(903)	61	-
My Life	-	1,153	(1,307)	154	-
Community Connections	-	180	(282)	102	-
Beyond Business	-	118	(140)	22	-
Advice Centre	-	473	(566)	93	-
Insights	-	-	-	-	-
<b>Business Development</b>					
Power to Change	83	-	-	(83)	-
Other Business Development	-	26	(26)	-	-
<b>Other</b>					
Capital Programme	-	-	(186)	186	-
<b>Total restricted funds</b>	<b>83</b>	<b>2,792</b>	<b>(3,410)</b>	<b>535</b>	<b>-</b>
<b>Unrestricted funds:</b>					
<b>Designated funds:</b>					
Mary Buss House	15	-	(1)	-	<b>14</b>
<b>Total designated funds</b>	<b>15</b>	<b>-</b>	<b>(1)</b>	<b>-</b>	<b>14</b>
<b>General funds</b>	<b>1,847</b>	<b>1,144</b>	<b>(771)</b>	<b>(535)</b>	<b>1,685</b>
<b>Total unrestricted funds</b>	<b>1,862</b>	<b>1,144</b>	<b>(772)</b>	<b>(535)</b>	<b>1,699</b>
<b>Total funds</b>	<b>1,945</b>	<b>3,936</b>	<b>(4,182)</b>	<b>-</b>	<b>1,699</b>

**Purposes of designated funds**

The Charity was gifted, in 1997, the property Mary Buss House. In line with the lease in place, the use of this property is designated for the benefit of MIND Tower Hamlets.

20 Operating lease commitments

At 30 June 2020, the Charity had annual commitments under operating leases as follows:

	Land and Buildings	
	2020 £'000	2019 £'000
<b>Expiry Date:</b>		
Less than one year	17	17
One to five years	66	66
	<b>83</b>	<b>83</b>

The company occupies part of the premises of Bromley by Bow United Reformed Church at 1 Bruce Road, Bromley by Bow, London, E3 3HN. The rent charged for the period was £16,500.

Notes to the financial statements

For the year ended 30 June 2020

21 Operating lease commitments (lessor)

At 30 June 2020, the Charity had amounts receivable under non-cancellable operating leases for each of the following periods:

	Land and Buildings	
	2020 £'000	2019 £'000
<b>Expiry Date:</b>		
Less than one year	185	185
One to five years	724	741
Over five years	352	520
	1,261	1,446
	1,261	1,446

24 Capital commitments

The Charity does not have any capital commitments to report at the balance sheet date.

25 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

26 Funds held on behalf of other organisations

At 30 June 2020, the Charity held the following amounts as a conduit for the Beyond Business Programme sponsored by Investec. These amounts will be paid to the winning social enterprises when they are ready to draw down the funds available to them.

	2020 £'000	2019 £'000
Investec (Beyond Business Programme)	49	159
	49	159
	49	159

## The Bromley by Bow Centre

### Reference and administrative details

For the year ended 30 June 2020

---

**Company number** 2942840

**Charity number** 1041653

**Registered office and operational address** St Leonards Street  
Bromley by Bow  
London E3 3BT

**Directors** Trustees, who are also directors under company law, at the date of this report are:

Monjur Ali	
Simon Bevan	Treasurer
Paul Brickell	
Michael Gould	
Ajit Lalvani	Chair
Savitha Pushparajah	
Zenith Rahman	
Obafemi Shokoya	
David Smeed	Vice-Chair
Neil Smith	
Rachel Smith	

**Company Secretary** Graham Rowbotham

**Chief Executive Officer** Robert Trimble

**Solicitors** Stephenson Harwood LLP  
1 Finsbury Circus  
London EC2M 7SH

**Bankers** Barclays Bank plc  
36–38 South Street  
Romford  
Essex RM1 1RH

**Auditors** Sayer Vincent LLP  
Chartered Accountants and Registered Auditors  
Invicta House  
8-114 Golden Lane  
London EC1Y 0TL

## The Bromley by Bow Centre

### Funders

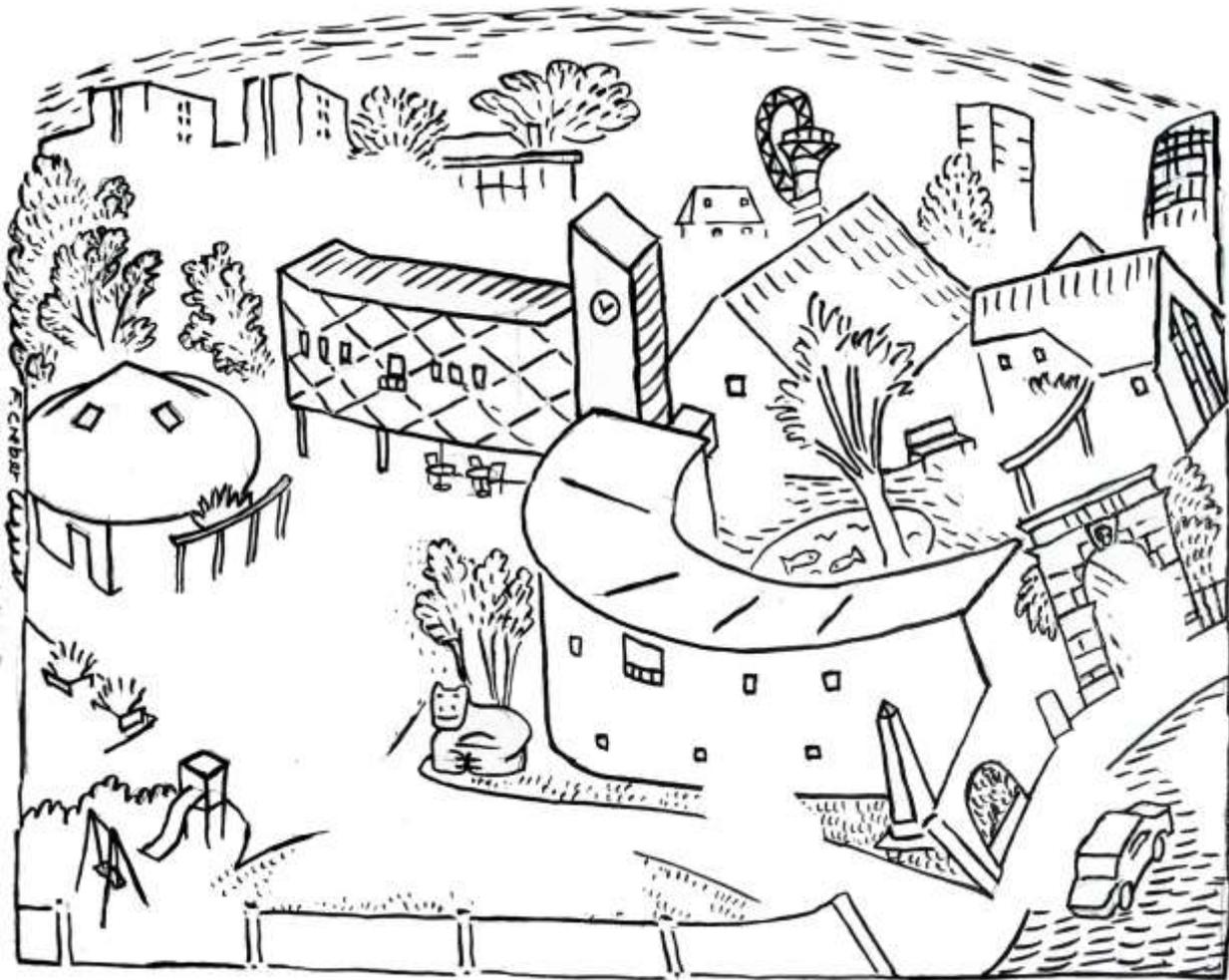
#### For the year ended 30 June 2020

---

We are very grateful to various organisations and major donors that have supported our work during the year to June 2020. We couldn't do what do without them.

Action for Bow	Merchant Taylors' Charity
Barking and Dagenham CCG	Mile End and Bromley by Bow Health (MEEBBB)
Brewin Dolphin	Health CIC
British Gas Energy Trust	Modus Analytics
BT via the Good Things Foundation	Morgan Sindall
Building a Stronger Britain Together programme from the Home Office	Morgan Stanley
City Bridge Trust	National Lottery Community Fund
Clarion Futures	New City College
Community Links	NHS England
Co-op Foundation - Local Community Fund	NHS Property Services Ltd
Co-op Foundation - Space to Connect	NW London STP
Department for Education via the Good Things Foundation	OCS
Drapers' Charitable Fund	OFGEM
Eastend Homes	Office for National Statistics via the Good Things Foundation
Edward Gosling Foundation (formerly the ACT Foundation)	Poplar Harca
Enable	Postcode Community Trust
Gateway Housing Association	Quaker Social Action
Good Things Foundation	The Rayne Foundation
Google via the Good Things Foundation	Reed in Partnership
Graham Spooner	Sainsburys via Hubbub
Greater London Authority	Seoul Metropolitan Government
The Health Foundation	Sir Sam Everington
Healthwatch Tower Hamlets	Shaw Trust
Healthy London Partnership	Social Action for Health
HMCTS via the Good Things Foundation	Sport England
HMRC via the Good Things Foundation	Stephenson Harwood
Hubub	TDS Charitable Foundation
Ingeus	Transport for London
Investec	The Tudor Trust
Jocelin Harris	Tower Hamlets CCG
John Ellerman Foundation	Tower Hamlets GPCG
JP Morgan Chase Foundation	UCL
London Borough of Tower Hamlets	UK Power Networks
London Sport	Vitabiotics Foundation
Loughborough Donations Fund	WEA
MacMillan Cancer Support	Well North
The Mercers' Company	Worshipful Company of Chartered Accountants Livery Company

In addition, we thank and acknowledge generous donations made anonymously, all those people who have supported us by completing fundraising events and the members of our Friends' giving programme.



Bromley by Bow Centre © Frank Creber

## Contact

### Registered office and operational address

St Leonards Street  
Bromley by Bow  
London  
E3 3BT

[bbbc.org.uk](http://bbbc.org.uk)