

THE BROMLEY BY BOW CENTRE

England & Wales · Charity number 1041653

Details

Other names	BROMLEY BY BOW CENTRE
Status	Registered
Legal form	Charitable company
Company number	02942840
Registered	1994-10-26
Register	View on the Charity Commission register

Contact

Address	Bromley By Bow Centre St. Leonards Street London E3 3BT
Phone	02087099717
Email	connect@bbbc.org.uk
Website	www.bbbc.org.uk

Activities

Objects: TO PROMOTE THE BENEFIT OF THE INHABITANTS OF EAST LONDON AND THE 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.

Activities: 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 may decide.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Environment/conservation/heritage, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

Geography

- **Area of benefit:** EAST LONDON AND THE SURROUNDING AREAS
- Hackney
- Newham
- Tower Hamlets
- Waltham Forest

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£3,032,000	£3,219,000	£2,134,000	74
2024-06-30	£2,570,000	£2,838,000	£2,368,000	66
2023-06-30	£5,345,000	£3,648,000	£2,636,000	72
2022-06-30	£3,248,000	£3,762,000	£939,000	88
2021-06-30	£4,023,000	£3,962,000	£1,453,000	96

Trustees

Name	Role	Appointed
SIMON BEVAN	Chair	2012-06-26
David Charles Holmes		2026-03-01
Family Action		2026-03-01
Graham Frank Rowbotham		2025-10-10
Ian Raymond Hargrave		2026-03-01

THE BROMLEY BY BOW CENTRE

England & Wales - Charity number 1041653

Accounts



Trustees' Annual Report

For the year ended 30 June 2025

Charity number: 1041653
Company number: 2942840
Website: www.bsl.org.uk

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TRUSTEES' ANNUAL REPORT

A. Chair's Introduction

Drawing hope and confidence from our community

The Bromley by Bow Centre supports vulnerable individuals and families in one of London's most deprived boroughs. Last year, we helped 5,128 individuals, plus their families and households. We support people to build financial resilience and work alongside them to improve emotional and physical health, placing emphasis on gaining skills and qualifications to access employment. As this report shows, the wider effects of our work to local residents, households and the community are transformational.

Our welcoming park sits at the heart of the community, where people connect and break free of the social isolation, loneliness and barriers to opportunity found in too many parts of London – and the country.

For 40 years, thanks to community-led action and leadership from local residents and our brilliant funders and partners, the Centre has been transforming lives for the better. Today, however, like many charities, we face an economic and fundraising climate tougher than any in our history. We have worked hard over the last three years to ensure we have the right foundations in place for our impact to be sustainable: including the sale of the on-site Health Centre, a far-ranging restructure and an increased focus on trading income. As a result, our deficit has decreased significantly. However, the path to long-term sustainability and a break-even position in the current climate is not an obvious one.

As such, and after much consideration, trustees concluded that it is in the best interest of the community for BBBC to join forces with another organisation. Joining with another organisation not only enables costs to be shared but also opportunities for growth to be optimised and our voice to be amplified. Trustees chose to look for the right partner proactively, from a position of relative stability and strength. As a result of a robust process, trustees decided to approve a merger with Family Action, the UK's largest family support charity. The charity is over 150 years old, well-established across the country and delivers over 150 services. Impressively, given the breadth and scale of its services, the majority of Family Action's work is very much embedded in local communities.

The merger is an opportunity to preserve all that is good at Bromley by Bow Centre, to strengthen our impact and to keep delivering support that changes lives across Tower Hamlets. Our service delivery will continue without interruption and we look forward to working with Family Action colleagues to explore how we can extend our reach to even more people locally.

We are signing off this report today, 26 February 2026, and our merger with Family Action will take effect on 1 March 2026.

Thank you to everyone involved with the Centre, we appreciate you and your efforts. We welcome more friends and partners to join us and Family Action in the coming years for what is going to be a period of positive and lasting change.



Simon Bevan
Chair

B. Annual Review

A place and space for people to be and belong

Message from our CEO

Bromley by Bow is one of the most diverse and dynamic parts of the country. In an area of constant change, our Centre provides continuity, trusted relationships and local leadership.

Every day, I see how the right environment can help people thrive. We provide a warm welcome, offering practical, human support and gentle encouragement. We provide space for people to talk and time for our colleagues to listen. This environment opens up opportunities for local residents in need to take steps toward a healthier, happier future – with less stress and more community connection.

However, we cannot ignore the scale of the problems. Recent figures from the Government's index of multiple deprivation paints a worsening picture in Tower Hamlets, with 71% of children in our area now living in poverty, and 61% of older people in poverty. Whatever else is going well in our neighbourhood, these figures – the worst in England – should shock us all into renewed action.

The health of women in Tower Hamlets deserves further attention and support. In contrast to the UK norm, they have a lower healthy life expectancy than men.

In light of the challenges, however, this year has been one of resilience. We have stood alongside – and continue to stand with – our community through difficult times. Rising living costs. Huge pressure on health services. Stubborn inequality and costly poverty.

Moreover, the racial unrest witnessed across the country has been deeply unsettling, causing anxiety for many colleagues and community members. Our purpose, now, feels clearer than ever: to be a space where everyone is welcome, where people feel safe and belong.

And as policy attention shifts back toward preventative community health, we are proud to show what this looks like in practice. Not as a policy idea, but through services, activities and human connection – through real lives changing for the better every day.

I am grateful to our staff, volunteers, funders and partners who make all this possible. Together, we are proving that health begins with people and place.

We hope you find this report useful. And we look forward to our continued work and friendship with you in our patch of East London. Do pop by our café to say hello!

Elly De Decker, CEO



Diversity is our strength and future

45% of local residents not born in UK

27% of local residents speak English as second language

51% of local residents identify as Asian or Asian British

Longstanding local deprivation

40% of local residents live in poverty. 71% of children living in poverty, 61% of older people living in poverty

44% of households with children are overcrowded. Tower Hamlets most densely populated borough in UK

1 in 5 adults are affected by hunger, with 4,591 households in Tower Hamlets living in food poverty

OUR YEAR IN NUMBERS

We directly supported 5,128 people in the past year. 55% of people live within a mile of the Centre and 94% in Tower Hamlets - highlighting the truly local nature of our hub. 39% of people returned from last year and 29% engaged with more than one of our services, helping people stay healthy, connected and confident about the future.

The beneficial ripples of our work are felt far beyond those who seek direct help at the Centre. An estimated

16,000 people across East London, including families and households, indirectly benefited from our support. Beyond the local community, the Bromley by Bow model of integrated community healthcare continues to inspire learning – helping others design more joined-up services.

Our committed team is made up of 87 staff and 149 volunteers, working with 106 partner organisations.

We make a meaningful difference to what matters

PEOPLE'S WELL-BEING
IS IMPROVED

38%
improvement

PEOPLE KNOW BETTER WHAT'S
ON OFFER IN THEIR LOCAL
COMMUNITY

21%
improvement

PEOPLE FEEL MORE
CONNECTED TO THEIR
LOCAL COMMUNITY

23%
improvement

Notable numbers

5,128 people directly supported

2,691 newly registered Centre users

8,391 one-to-one sessions

13,505 hours of specialised one-to-one support

1,561 groups and events with **15,360** attendees

149 volunteers, giving **3,787** hours,
a **£52,000** value to community

38 local social enterprises supported

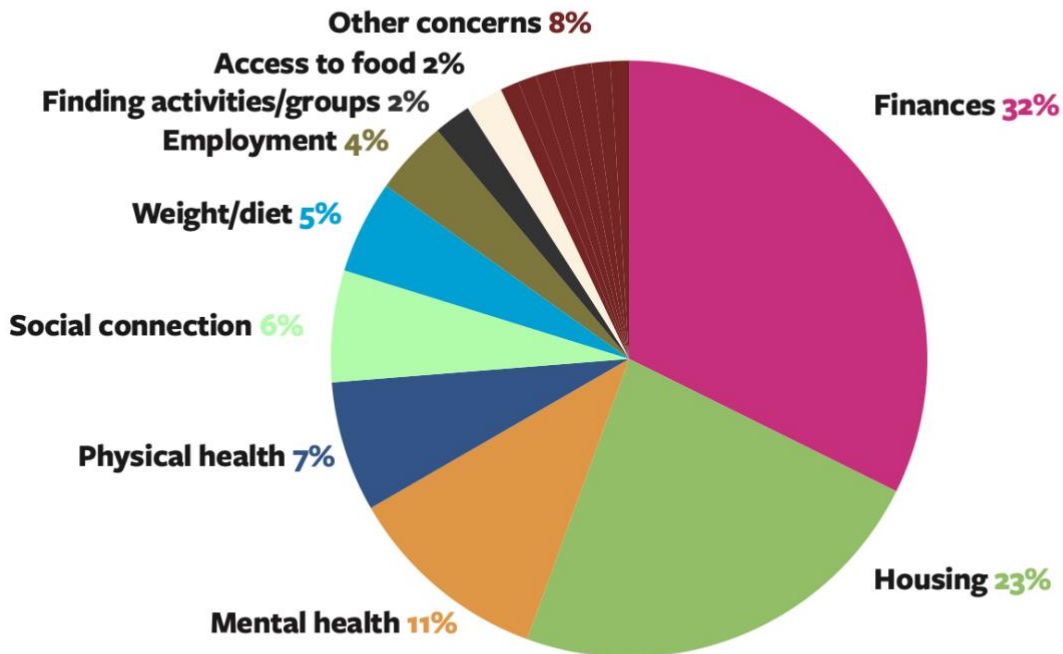
106 partner organisations, across 27 networks

490 visitors came to learn from our integrated health model



PEOPLE'S CONCERNS

Many people in our community deal with challenges on a daily basis. Here is what local residents tell us are their most pressing concerns.



AFTER OUR SUPPORT

74% of people said their concerns had eased

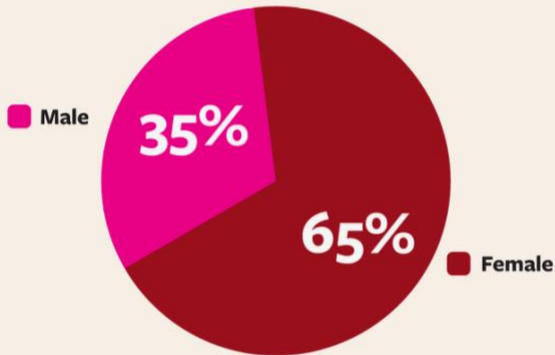
88% felt their area was a good place to live

63% of people felt more connected to others

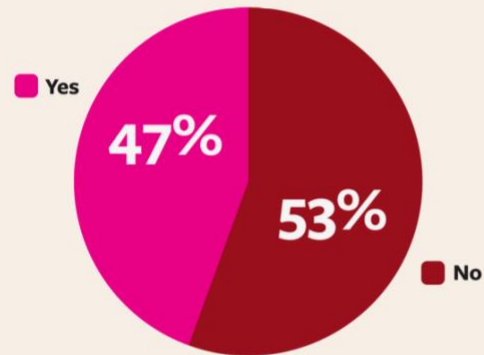
WHO WE SUPPORT

Our community hub welcomes people of all ages, backgrounds and abilities. Here's a snapshot of who we worked with and supported in the past year.

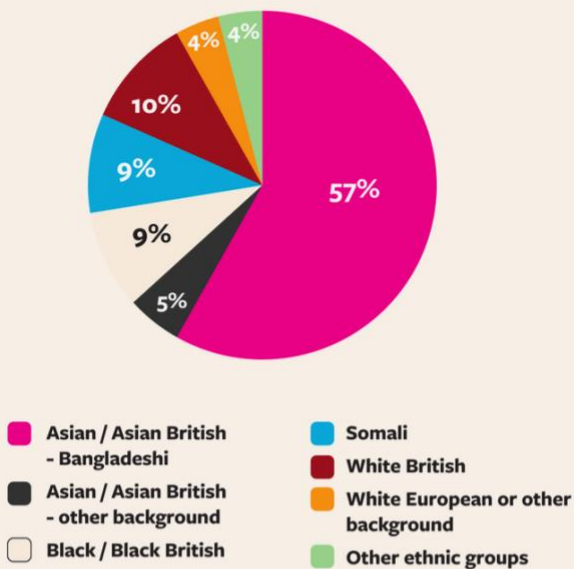
Gender



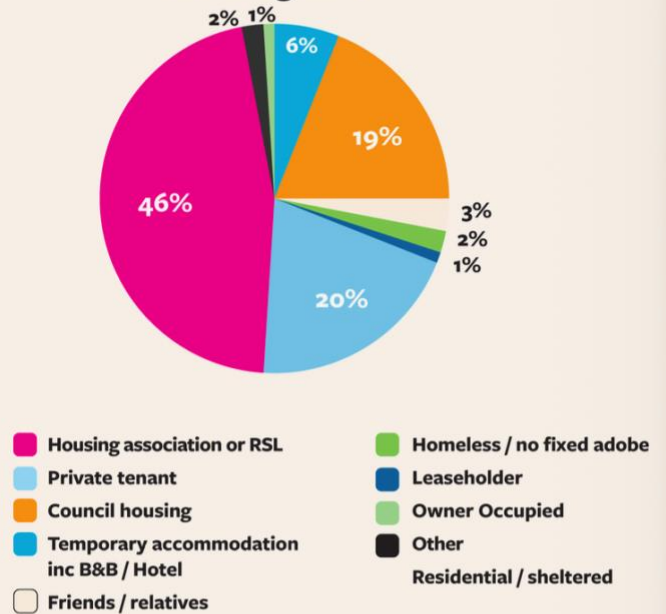
Health condition



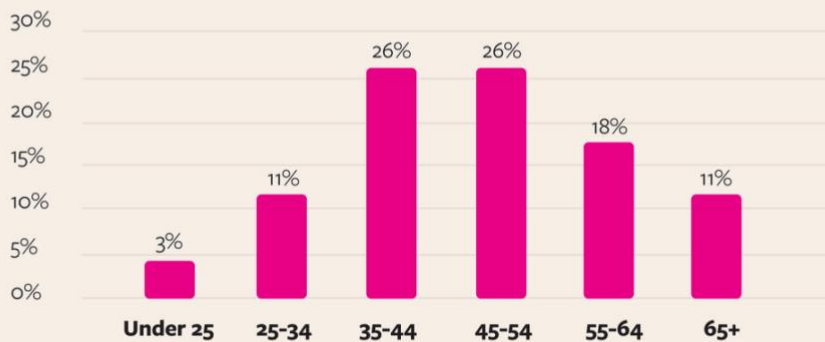
Ethnicity



Housing status



Age



OUR APPROACH

Everything starts with people and place – open doors, trusted relationships and practical support under one roof. Whether someone comes for housing advice, a GP appointment or simply a chat, we connect them to people and opportunities that make life work better. We measure our impact through what our community describe as the six ingredients of a good life.



We act locally, with 55% of people we support living within a mile of us. As a trusted place for our community, we balance the need to support people new to us (2,691 this year) while also being a safe, reliable place for people who come every year.

We support widely, delivering services across 23 venues in Tower Hamlets. We have local, national and international reach via our Knowledge Share programme delivered with Bromley by Bow Health. This year, 490 people visited us to learn about our integrated model of community health, including guests from Taiwan, South Korea and the US.

We work together, sharing the site and park with longstanding partners Bromley by Bow Health and the Bromley by Bow United Reformed Church. We hosted seven regular collaborators at the Centre this year.

Our history is built on artists and creativity, and we love and appreciate our longstanding resident artists Sheenagh McKinlay, Mürüde Mehmet, Paula Haughney and Frank Creber - all of whom are the creative soul of the Centre, giving time, effort and sharing skills.



SPOTLIGHT ON OUR STAFF

Zohra's stellar service



Zohra started in our advice team in 2011, helping local residents better understand their energy bills – supporting them with budgeting skills and debt relief. Putting minds at ease. For the past 14 years, she's been a central part of our East End Energy Fit project, funded by British Gas Energy Trust and the Energy Redress Scheme. Thanks to her efforts and many others in the team, the programme remains strong today.

Over the years, she's completed courses in Advice and Guidance and qualified as an Energy Advisor, Social Welfare Advisor and Caseworker. Since 2022, Zohra has in her advice work supported almost 600 people and held over 800 one-to-one appointments.

For the past five years, she's been studying law – Bromley by Bow Centre has been her work placement, complementing and supporting her studies. Now, in her final year, focusing on her solicitor's qualification exam, Zohra moved to a job in housing at Tower Hamlets Council, where she'll get greater on-the-job legal experience.

Thank you Zohra for all the work you've done, the relationships you've built and people you've helped at the Bromley by Bow Centre. The team and all colleagues are extremely proud of your achievements.

Najma leads on youth social prescribing



Najma grew up in the area around Bromley by Bow. As a little girl, she'd play with her friends in the park – the park that now holds our community centre and GP surgery in its palm. The park that offers local residents and colleagues a peaceful splash of green, a place to find a breather away from busy days or a comfy patch of grass to sit and talk with friends.

Last year, Najma joined the Centre as our youth social prescribing link worker. With the team, she's building a new service for 16–24-year-olds, placing their goals, experiences and what matters most to them at the heart of her work. So far, she's held 104 appointments – with mental health the biggest concern for the young people she's working with.

“We're focusing on connecting young people to community-based support and services to ensure the practical, emotional and social factors impacting their wellbeing are addressed,” says Najma. “The aim is to empower young people so they can flourish independently as they navigate through what can be a challenging time in their lives.”

Thank you to The Lovington Foundation, whose funding has made this youth social prescribing work possible.

OUR WORK THIS YEAR

COMMUNITY HEALTH AND WELLBEING

Supporting the whole person, fostering friendship and purpose

Our aim

Enabling people to lead healthier lives with improved mental and physical wellbeing

Our offer

- A warm welcome to all in our Welcome Hubs, the main entry to our integrated and holistic model of support
- Open access personalised one-to-one support, identifying need and signposting/referring onto relevant services
- Facilitated and peer-led groups focusing on improving the wider determinants of health
- Building community assets, often through participatory grant making
- Generalist and specialist social prescribing
- Access to quality food through Food Pantry and Fruit and Veg on Prescription programmes
- Community events

Snapshot of achievements this year

Welcome Hubs

- 2 new welcome hubs established – in Poplar, partnering with Poplar Harca, and Aberfeldy, working with Aberfeldy Big Local
- 3,632 individual drop-in visits to our Welcome Hubs
- Hubs distributed £56,000 in grants to strengthen community cohesion

Social prescribing

- New social prescribing service for young people established
- Cardiovascular social prescribing service marked first birthday
- Mental health social prescribing team supported 500th client
- In total, our 6 social prescribing programmes helped 1,658 people

Access to quality food

- Distributed 5,738 fruit and veg vouchers spent in local markets and 8,350kg food through our Food Pantry

Community events

- Summer Festival of Wellbeing welcomed 700 people, bringing our park to life, showcasing diversity and harmony of community

The year ahead

- Youth social prescribing embedded in local schools, youth centres
- Pilot social prescribing project helping people return to work and reconnect with community
- 2 additional Fruit and Veg on Prescription cohorts, including advice and outreach support across the borough

‘Since discovering this hub, I’m less likely to go to the doctor’



“Everything life throws at you, if you’re finding it difficult, you can get an answer to at the Bromley by Bow Centre,” said Teresa, a local resident whose been coming to the Centre for many years. Her story embodies the power of community, and why it’s so important to be connected to other people in your area.

Eleanor, a social prescribing link worker who supported Teresa, says addressing the social determinants of health is crucial to helping people. “Because if someone doesn’t have appropriate housing,” says Eleanor, “or their finances aren’t in place or their suffering with loneliness, their wellbeing will not be very healthy.”

ADVICE AND SUPPORT

Building financial resilience, putting minds at ease

Our aim

Enabling people to lead healthier lives with improved mental and physical wellbeing by providing client-centred advice on welfare benefits, housing, debt, energy and money management

Our offer

Assisted information, generalist advice as well as casework through one to one support, remote support as well as workshops

Snapshot of achievements this year

- 3,089 community members supported which resulted in £2.7m additional income accessed, £840,000 of debt managed, 26% of which was written off
- 132 energy and budgeting workshops delivered; 30 Energy Champions trained
- Increased offsite clinics to more GP surgeries, children's centres, post offices, increasing our reach to more vulnerable community members
- Further integration with other services in the Centre: Advice team worked closely with our Welcome Hub (the gateway to our services) improving triage and provision of seamless support
- Team gained 2 new AQS accreditations, now delivering more specialist support for older people and debt

The year ahead

- Further expansion of our reach by building presence in additional community centres across the borough
- Introducing home visits for energy advice
- Further embedding of social welfare advisors in social prescribing service

Esther's relief after advice



Esther being interviewed by our funders, Independent Age, talking about the support she's received from our energy advice programme

Esther, 73, contacted our service after her health worsened. She was seeking support because she was having trouble managing her financial affairs. Initially, Esther had limited knowledge of how to apply for entitlements. She was concerned about rising costs and how this was going to affect the management of her health condition. She wanted to remain as independent as possible. We supported Esther in exploring available benefits, ensuring documentation was completed, then helped to relieve financial pressures.

Now, Esther also attends the Centre each week to participate in social and group activities.

"I feel a sense of relief and improved wellbeing, knowing that the Centre is supporting me," she said.

EMPLOYABILITY, ENTERPRISE AND LEARNING

Building skills, encouraging enterprise, backing entrepreneurs

Our aim

Enabling people to acquire the skills and abilities required to integrate, access employment, education or enterprise

Our offer

- **Employability:** Supporting people with long-term illnesses and those furthest away from job markets into work through one-to-one support and workshops. Also provide in-work support, helping the transition into work and to overcome challenges
- **Enterprise:** Investment and wrap-around support to budding entrepreneurs
- **Learning:** Both Accredited ESOL, focus on speaking and listening, reading and writing, and non-accredited courses focus on integration, social mixing and confidence building

Snapshot of achievements this year

Employability

- 77% of service users now more confident using online resources; 70% more confident booking online appointments with doctor

Enterprise

- UKSPF business incubator, supported by JP Morgan, helped local start-ups, developing health and wellbeing ventures. 4 businesses launched: Threadheads, The Art of Empowerment, Tahmina Hakimova-Rees CIC, and Nurture Village
- Enterprise: Our Investec Beyond Business (IBB) programme enabled 4 local social enterprises to access £108,000, further embedding business principles to help achieve their social goals

Learning

- 144 English language learners developed skills and confidence in everyday English, including tailored courses supporting them to navigate health system and manage home energy
- 83% felt more confident to use English in the day-to-day life

The year ahead

- Launch Investec Beyond Business Alumni Network, linking past winners across 14-year history to development and mentoring opportunities
- Digital inclusion project to support 650 people with skills, equipment and confidence to access essential services

4 winners of 2025's Investec Beyond Business

Empower Box – Valerian Spicer

Valerian Spicer swapped office life for the boxing ring at 30, becoming a national champion and later a coach. Her new mission is to transform young lives through Empower Box, her startup awarded £24,000 by IBB. Empower Box aims to improve outcomes for disadvantaged, underrepresented groups – with a particular focus on girls with ADHD – by developing resilience, confidence and leadership of students in schools through boxing.

Hackney Wolves Basketball Club – Néster Díaz

Awarded £36,000 by IBB, the club can grow its reach and improve its offering, boosting participation and offering a more inclusive environment for young players to excel. The club provides holistic coaching to children aged 5-18, helping them build on-court performance and off-court life skills.

The Matchbox – Will Redgrove

Matchbox connects artists with communities through public collaborative art – designing and painting murals together. With the £24,000 grant from IBB, they can further engage communities via thought-provoking workshops that builds cohesion through the creative process.

Good Nugget – Leo Young

Dedicated to bridging the gap between emerging talent and marketing agencies, Good Nugget champions people of colour. The initiative, awarded £24,000 from IBB, provides mentoring, training and tailored strategies to empower young creatives to grow and, in doing so, 16 helps businesses build more inclusive and dynamic teams.

COMMUNITY INCLUSION

An inclusive community, built on care and creativity

Our aim

Enabling people to feel belonging and develop confidence and motivation through a variety of social, creative, and artistic activities

Our offer

- Social care: personalised activities and support for people with disabilities
- Open Access: wide range of flexible activities, open to all

Snapshot of achievements this year

Social care

- Social care service continues as a place of creativity, safety and personal development. Service grew, welcoming new placement students and group members over more sessions
- People supported to reach own outcomes, varying from exhibited artwork, developing job skills, volunteering with locals orgs
- Hosted events with local organisations for people with learning disabilities

Open Access

- 69 wellbeing groups delivered, from creative sessions to inclusive movement classes and peer support groups
- Healthy Walking project co-produced with local community, training for emerging leaders. Walks included people with long-term health conditions, disabilities and caring responsibilities. Project had 27 volunteers, giving 389 hours, enabling 41 walks with almost 300 attendees

The year ahead

- Revitalised programme of events, including inclusive, fun pop-ups for families and local residents

Diye puts heart into music and art



Nine years ago, Diye broke his leg. His health

and life took a challenging turn. After the initial recovery, he kept working for as long as he could, to pay off his mum's mortgage. After a while it all got too much and he could no longer work. Seriously difficult times were to come, but he persevered.

Last year, a close friend of Diye's mum and regular at the Bromley by Bow Centre handed him a flyer for the centre. "She told me, 'Look, even if you don't like it or if you don't want to go, at least try it out.'"

It was the beginning of something new. Diye is now one of our celebrated regular artists, passing on his wisdom to newcomers.

"When you need something, it's about the people... the right people," said Diye.

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 at the Annual General Meeting held on 8 July 2024 at the Centre.

Public benefit and objects

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.” We have referred to the Charity Commission’s guidance on Public Benefit (PB1) and concluded that the stated objects and the activities of the Centre are beneficial in a way that is identifiable and are of benefit to a sufficient section of the public. This Annual Report explains how the Centre has carried out the charity’s objects in accordance with the guidance on reporting (PB3).

Trustees and their responsibilities

The governing body is the Board of Trustees (“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.

The Board met for formal meetings as well as our usual Board away day in person and or via Teams six times this year.

Members of the Senior Leadership Team, including the CEO, Joint Heads of Delivery and Impact, Head of People and Culture, Head of Income Generation and Marketing and the Head of Finance are generally invited to attend these formal regular Board meetings as well as the annual general meeting.

Given some of the financial challenges the Centre has been facing and some of the strategic options the Trustees have been considering, the board met for extraordinary meetings, on Teams, on an ad hoc basis during much of the financial year. Those meetings were attended by those Trustees available on the day as well as the CEO.

The Board comprises a minimum of six and maximum of 15 Trustees.

In the context of the Board’s endeavour to add new trustees to ensure it has sufficient depth and Ordinary Trustees remain more comfortably in the majority, and following an open trustee recruitment process being undertaken, we were pleased to welcome Naznin Chowdhury as our newest trustee. Naznin was confirmed in her role in July 2024.

We sadly lost Mike Gould this year, who died in March. Mike served as a trustee, appointed by the United Reformed Church (URC), for 13 years. His dedication to the Centre was exemplary and our thoughts are with his family and loved ones as they come to terms with this great loss. Mike is fondly remembered by all at the Centre.

After a combined 20 years as a trustee, appointed by Poplar HARCA, Paul Brickell resigned in May of this year. Paul has been instrumental in solidifying the relationship between the Centre and Poplar HARCA, a fervent champion of our integrated model of support across health and well-being, with housing firmly embedded.

Both the URC and Poplar HARCA are yet to appoint new trustees.

Savitha Pushparajah, appointed on our board by Bromley by Bow Health, resigned in October 2025, following her move abroad as part of a sabbatical. She served the Centre as a trustee for over 15 years. She was instrumental at helping us forge ever deeper relationships with our health partners, across our local area.

Our board was strengthened, that same month, by Graham Rowbotham. Graham has served as the Centre's Secretary for 17 years and as such has an in-depth understanding of the Centre, and our Governance in particular.

Trustees generally serve an initial term of three years and can be elected for a maximum of 12 years. However, at a Special General Meeting, held at the Centre on 8 July 2024, the following resolution was passed:

"An Ordinary Member of the Board, other than one of the first Ordinary Members of the Board, shall remain in office for three years and shall subsequently be subject to retirement by rotation, but shall be eligible for re-election unless at the date of the relevant Annual General Meeting the Ordinary Member of the Board has held office for four consecutive periods of three years, save that the members may agree to extend, subject to re-election in accordance with these Articles, the term of office of an Ordinary Member of the Board for a fifth consecutive period of three years by way of Special Resolution duly passed in accordance with section 283 of the Act and these Articles, in either case the Ordinary Member of the Board shall retire but shall become eligible for re-election at the third Annual General Meeting following his or her retirement."

Following the adoption of this resolution, by exception, trustees can now be re-elected for a fifth term.

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

Trustee training

A structured induction programme has been in place for new trustees supplemented by ad hoc support from the Chair, other Trustees and Senior Executives as required, with external training opportunities provided if appropriate.

Individual Trustees have chosen to engage more with individual executive areas. For instance, Obafemi Skokoya is the board representative on the Equity, Diversity and Inclusion group; Simon Bevan and Rachel Smith support the CEO and SLT specifically in the strategic conversations and are particularly engaged in our income generation efforts.

Trustees are invited to our monthly all-staff Centre Forums, where SLT and staff share updates in an informal setting.

During the annual Board Strategy session, Delivery and Impact Managers shared the main achievements and challenges for their respective areas and answered questions from trustees.

Trustee biographies

Simon Bevan is non-executive Director of Unifrutti Group, a Trustee of The Churchill Fellowship and Head of Partner Matters at Grant Thornton UK LLP. Simon is a qualified coach and has over three decades' experience of auditing, and working with the stakeholders of, successful high growth businesses, especially in the professional services sector. He has been a partner and held senior leadership and governance roles in two large accounting firms and therefore brings finance, leadership and governance experience to his role with the Board. Simon became a Trustee on 30 November 2011 and was Treasurer until becoming Interim Chair in August 2022. Simon then stepped down from his role on the Centre's Board Effectiveness and Nomination Sub-Committee but remains a member of the Finance Sub-Committee and joined the Property Sub-Committee in May 2025.

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 careers 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 and chaired the Board's Property Sub-Committee.

Michael Gould retired as a Lloyd's insurance broker in 2000 and, since then, had been a volunteer for Thames North Synod of the URC. His main involvement was in respect of property and finance, and he brought this knowledge, along with governance and insurance experience, to the Centre. Mike was the Nominee of the URC and became a Trustee on 29 March 2012. Mike was also a member of the Board's Property Sub-Committee.

Dr Savitha Pushparajah is a GP Partner in BBBH, which has a close working relationship with the Centre and operates three GP surgeries and a walk-in centre in Tower Hamlets. She has 16 years'

experience providing healthcare to patients and works closely with communities in Tower Hamlets. Savitha has a good understanding of the health inequalities and social needs of the community and brought this knowledge to the Board, which she joined as a Trustee on 26 March 2009. She was the Safeguarding lead on the Board and a member of the Board Effectiveness and Nomination Sub-Committee and Finance Sub-Committee.

Obafemi Shokoya has been a trustee since December 2018. The East End of London is firmly in his blood, and he is passionate about the challenges and the potential of local people. Raised in Newham, Obafemi is a proud child of African immigrants and his family remains local. For his career, he trained as a hospital pharmacist and worked in the NHS for 20 years, the latter ten years as a chief pharmacist specialising in transformative change in Croydon, East Kent and Barts Hospitals. In 2018, he started his own healthcare leadership consultancy. Through his involvement with INSEAD, the international business school that promotes equality, diversity and inclusion, Obafemi was introduced to the Centre and was astounded by what he experienced. It wasn't long before he agreed to join the Trustee Board. Obafemi is the Board's representative on the Centre's Equity, Diversity and Inclusion Group and also a member of the Board Effectiveness and Nomination Sub-Committee.

David Smeed is an executive level businessman with extensive experience of strategic business development, throughout Europe, in healthcare, property and property services. In the past, his roles have included Director of PHAST CIC, a public Health consultancy, 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 and Vice Chair in March 2018. He held that post until he was appointed Treasurer in September 2022. Until then he was the Chair of the Board Effectiveness and Nomination Sub-Committee; he is now no longer chair but still a member of that committee. He chairs the Finance Sub-Committee and the Property Sub-Committee.

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 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. Since September 2022 Rachel chairs the Chair of the Board Effectiveness and Nomination Sub-Committee and is also a member of the Property Sub-Committee.

Abdul Mannan grew up in Bromley by Bow and has gone on to make many contributions to the area both professionally and as a volunteer. Currently a Tower Hamlets councillor in Bromley by Bow and Chair of Housing and Regeneration, Abdul also runs his own college and exam centre for ICQ and NCFE boards. During the pandemic, he became a member of the Island Network in Docklands, helping to pack and distribute over 55,000 food parcels. The group's work has been recognised by Canary Wharf Group and DLR who carry their name plate on their trains.

Naznin Chowdhury (formally co-opted in July 2024) has over a decade of experience on urban regeneration policy and projects, including positions in central and local government. She specialises in planning and regulatory matters as they affect economic development in diverse inner-city economies. She has delivered regeneration projects utilising Government investment including: Single Regeneration Budget, New Deal for Communities, Levelling Up, Towns Fund, and UK Shared Prosperity Fund. Naznin has a Masters in European Studies from Kings College London, and a Masters in Urban Regeneration & Planning from London South Bank University. Having grown up on the Aylesbury Estate in South London (where she was previously a trustee of Creation Trust), she is acutely aware of how the lack of opportunity and empowerment can impact life chances.

Graham Rowbotham (co-opted in October 2025) has been the company secretary of the Bromley by Bow Centre for 17 years, providing support to the board and ensuring the Centre complies with its regulatory obligations. He is also a trustee of the Centre. He provides similar support for other charities. Before retiring Graham's career was mainly involved in similar work for law firms in the City of London.

Trustees during the period

		Board Sub-Committees		
		Finance	Property	Board Effectiveness
Simon Bevan		Member	Member (joined in May 2025)	
Paul Brickell	Resigned in May 2025		Chair	
Michael Gould	Deceased in March 2025		Member	
Abdul Mannan				
Savitha Pushparajah	Resigned in October 2025	Member		Member
Obafemi Shokoya				Member
David Smeed		Chair	Member (Chair from May 2025))	Member
Rachel Smith			Member (Joined in May 2025)	Chair
Naznin Chowdhury	Joined in July 2024			

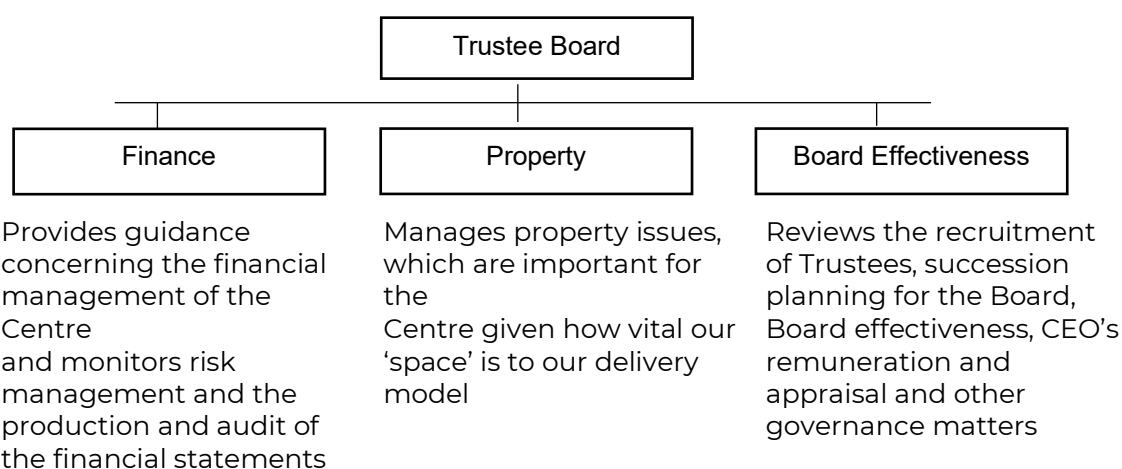
The Board is committed to further deepen the diversity within our Governance Structure.

During this year, the Board was comprised of nine Trustees and included three female members; four members from Black, Asian and Minority Ethnic groups and four members with strong connections with the local community.

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 SLT members. In order to ensure there is a consistency of approach across the sub-committees, the Treasurer attends all the meetings.



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 Elly De Decker, the Chief Executive, who reports directly to the Board. Elly leads the Senior Leadership Team comprised of Shanara Begum and Ruth Roberts (Joint

Heads of Delivery and Impact), Hannah Pearce (Head of Income Generation and Marketing) and John Axon (Interim Head of Finance, appointed in March 2025).

The Board has established appropriate controls and reporting mechanisms to ensure that the SLT operates within the scope of the powers delegated to it. The Board has determined Reserved Powers (as listed on page 15) 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 SLT are not directors for the purposes of company law.

Income generation strategy

The primary aim of the charity's income generation strategy remains to maximise income generation in support of its purpose. This ensures the Centre can continue to make the difference we set out to make for the local community, develop its services to respond to community want and needs more effectively, become increasingly financially resilient and build unrestricted reserves.

The income generation 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, restricted income increased somewhat to £2,314k (£1,739k in 2024), a significant achievement given the challenging funding climate we operate within. However, total unrestricted income reduced to £718k versus £831k in 2024. It remains difficult for us to attract additional unrestricted income, a challenge faced by many similar organisations in the sector. The three most significant amounts of funding this year came from Poplar HARCA, Investec and London Borough of Tower Hamlets.

We continue to expand our trading income, focusing on the continued national and international interest to learn about the Bromley by Bow Model, but also a growing interest from other organisations and members of the community to use our space.

Expenditure on raising funds was £265k (£270k in 2024).

A full list of our supporters can be found here:

<https://www.bbhc.org.uk/about-us/funders-and-supporters>

Forward plans

Consistent with the last few years, given the continued pressure across the funding landscape, we unfortunately need to be realistic in terms of the levels of growth in total income and income from donations we will be able to achieve. Statutory income – including from both local authority and health, is still an important proportion of our total income – remains under pressure while competition for other types of income is severe. Our aim continues to be to diversify our funding by attracting new funders and donors and look to at least maintain our current level of activity in all the main service delivery priority areas.

Within the area of philanthropy and unrestricted income, we are focusing on the considerable networks of senior leaders from across sectors who are already aligned with the Centre's work. We are also driving

our approach with corporate businesses and developing new relationships that can provide long-term support year-on-year.

Framework of good practice

We continue to be 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 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 (and supporters) 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.

People and culture strategy

Constant pressure on capacity due to constraints in our resources, combined with continued growth in demand for our services, given the significant challenges still faced by our community, continue to put significant stress on our dedicated staff team. As such our focus continues very much to be on how we support and develop our staff, prioritising employee engagement and a continued commitment to being truly inclusive in the way we work. Some of our successes in the People and Culture team for this year include:

- Two successful staff events / celebrations – strengthening the common narrative on what matters, our purpose and our direction of travel as well as further integrating our service delivery but also spending more quality time together as a team
- Continued embedding and development of our approach to EDI – further expansion of the EDI group, greater engagement on the topic at board, clear focus on accessibility and staff well-being
- Continued focus on implementing a clearer approach to setting objectives and managing performance
 - Clear objective setting and monitoring process
 - Having quarterly performance conversations
 - Proactively managing under performance as and when required
- Continued focus on internal communications – increased engagement at monthly all staff Centre Forums (scheduled on a different day to better meet staff needs); open-door sessions with CEO / SLT

In the next financial year, we will continue to focus on:

1. Further developing an internal culture built on trust and transparency
2. Increasing volunteer support at the Centre
3. Review our approach to compensation and benefits
 - a. Reviewing job bandings to allow room for progression with bands
 - b. Reviewing our approach to recognition (formally and informally)
 - c. Improving our wellbeing benefits (reviewing EAP, OH and flexible working)

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. Salaries for new roles are benchmarked using a consistent job evaluation approach with existing roles. We are a London Living Wage employer.

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

Related parties

The Centre has traditionally had a number of strong relationships with various organisations – those relationships continue to be at the core of the Bromley by Bow model. Those considered as related parties are Bromley by Bow Health (BBBH), the London Borough of Tower Hamlets (LBTH), Poplar HARCA and the United Reformed Church (URC), as the four organisations that have a right to nominate a representative as a Trustee. The income received during the year from these parties is disclosed in note 10 to the Accounts and the loan balances and facilities in notes 15 and 17.

We work closely with BBBH to provide better health and wellbeing outcomes for the local community. We obtain funding from LBTH to deliver services, including some which are the subject of competitive tendering processes. Many of the services that we deliver provide a direct benefit to the residents living in properties managed by Poplar HARCA. We support the local congregation of the URC and maintain the church building for use by the Centre and the community.

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: strategic, operational and project. This process of risk assessment is reviewed on a monthly basis by the SLT who reports into the Finance Sub-committee and then the full board on a quarterly basis.

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 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

The Risk Register was last reviewed in November 2025.

The last risk register identified ten key risks.

The main themes after mitigation that the Board is currently focusing on are listed below, alongside a summary of how likely it is that the risk will crystallise in what timeframe, the potential impact, our plans for managing these risks and recent changes in the risk profile.

- Safeguarding and Health and Safety – given the continued challenging faced by our local community combined with the constant pressures we face on resourcing, constant focus is required to ensure we keep our clients, members of public, staff and volunteers safe from physical and / or mental harm. The profile of this risk has stayed at a steady but significant level. To mitigate this risk, we provided all-staff Safeguarding training, have monthly Health and Safety and Safeguarding meetings, involving relevant staff across the Centre, regularly review our Health and Safety and Safeguarding policy and regularly review our procedures. We have also undergone a Health and Safety Review, have expanded our CCTV coverage, have further rolled out our emergency software and continue to provide space in our regular staff meetings for conversations on the topic.
- Income – our income across the board remains under pressure from a risk perspective; the main consideration is the impact on our bottom-line and our longer-term sustainability. In particular:
 - Unrestricted Income – Levels of unrestricted income do not allow unfundable needs to be met or core costs to be covered. Over the next three years, it is possible that the targets for unrestricted income will not be met and the impact would be a direct reduction in charity funds. Activities to manage the risk include an increase in capacity in the Income Generation Team, regular meetings involving relevant trustees, the CEO and relevant members of the income generation team to review the delivery of the Income Generation Strategy and the reporting of progress at Finance Sub Committee and Board meetings
 - Service Delivery margins – Margins from service delivery contracts do not cover the required level of overhead absorption. Over the next three years, it is highly likely that some contracts will be entered into with a lower rate of overhead absorption than required due to stringent funder restrictions. The impact would be to place a greater reliance on unrestricted and trading income to cover overheads. Activities to manage the risk include clear governance around the entry into new contracts and dialogue with funders during contract negotiations.

- Staff – Staff and volunteers do not have the right capacity / capabilities relative to their roles. Within the next year, this is likely to be the case as the level of staff turnover is expected to remain challenging and the recruitment landscape difficult, in line with external trends. The impact would be on the level of experience of staff members, potentially impacting service delivery quality. Activities to manage the risk include the continuation focus on the implementation of the People and Culture Strategy and a continued focus on staff wellbeing (see page 20).
- Infrastructure – there is a need to ensure that our basic infrastructure (IT and premises) remains fit for purpose. Without continued investment there is a real possibility that either or both start preventing us from delivering our model in the way we need / want to. We are making progress on the implementation of a two-year roadmap of investment in our IT infrastructure to bring our IT infrastructure back to where it needs to be. We are also upgrading, step-by-step given our financial constraints, our physical infrastructure.

E. Review of Financial Position

The Centre's business model

The 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 trading revenue derived from its property assets.

Results for the year

Total income increased by 19.6% to £3,032k (£2,535k in 2024). Income from charitable activities increased by 32.7%, a positive result given the continued challenges in the funding environment. The biggest changes were increased delivery in Integrated Advice (44.7%) due to securing the Power Bank, Energy Boost and Home Energy Advice (HEAP) projects; and Aberfeldy under Enterprise, Employability and Learning teams.

Income from donations and legacies were £466k, a slight increase of 4.7% from the previous year (£445k in 2024).

As a result of increased delivery, expenditure increased by 13.0% compared to the previous year (£2,850k in 2024) to £3,219k. Charitable expenditure increased 13.4% to £2,740k from £2,416k in the previous year.

Overall, the total deficit for the year was £187k, an improvement of 40.3% from the previous year at £128k (£315k deficit in 2024) and is the result of the restructure during 2022/23.

Unrestricted reserves at the start of the year were £2,321k and reduced to £2,134k at the end of the year.

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

Nature	Source	2024-25	2023-24	2022-23	2021-22	2020-21
Restricted	Statutory	51%	38%	22%	54%	41%
	Corporate	3%	20%	8%	12%	11%
	Housing Associations and Social Landlords	13%	9%	5%		
	Trusts	10%	1%	0%	4%	15%
	Total	76%	68%	35%	73%	69%
Unrestricted	Income from hire of space	5%	11%	5%	10%	8%
	Other activities	18%	21%	60%	17%	23%
	Total	24%	32%	65%	27%	31%

Reserves

At 30 June 2025, the charity's unrestricted funds were in surplus by £2,134k (2024: £2,321k) of which £1,604k (2024: £1,628k) represents the Centre's fixed assets. Restricted funds at 30 June 2025 stood at zero (2024: zero). Total reserves decreased to £2,134k (2024: £2,321k), represented by tangible assets with a net book value of £1,604k (2024: £1,628k) but also cash in the bank and at hand £770k in 2025 versus £1,539k in 2024. The change in cash balances is from a reduction in creditors of £1,396k in 2024 to £939k in 2025.

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. This year, the Board retained its Reserves policy 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 2025 were in surplus by £530k (2024: £768k in surplus) and can be seen in note 18.

Trustees and management have sought to position the Centre on a path towards sustainability. Key targets are:

- Growth in Service Delivery income based on existing contracts and securing new bids
- Further growth in unrestricted income, including from philanthropic sources and trading income
- Ongoing improvements in margins on service delivery contracts
- Tight monitoring of all expenditure where these do not have a direct impact on the delivery of high-quality outcomes for our clients
- Adopting a more flexible delivery model and reduce costs, mostly in support functions
- Exploring new partnership model and opportunities for growth

Going concern

As a result of the merger with Family Action, the Bromley by Bow Centre entity is not a going concern as it will cease trading on the date of the merger. However, as the activities of the charity will continue as part of Family Action, the accounts have been prepared on going concern basis (rather than on a break up basis). Please see further details in section F on the following page.

F. Merger

The Bromley by Bow Centre is and always has been dedicated to enabling its local community to thrive. Our core aim is to ensure our impact is there for the long-term.

The Centre, as many other organisations in the sector has, for some years now, struggled to get to a break-even position. We have worked tirelessly over the last three years to ensure we have the right foundations in place for our impact to be sustainable: including the sale of the on-site Health Centre, a far-ranging restructure and an increased focus on trading income. As a result, the deficit has decreased significantly. However, the path to long-term sustainability and a break-even position, in the current climate, is not an obvious one.

As such, and after much consideration, trustees concluded that it is in the best interest of the community for BBBC to join forces with another organisation. Joining with another organisation not only enables costs to be shared but also opportunities for growth to be optimised and our voice to be amplified.

Trustees chose to look for the right partner proactively, from a position of relative stability and strength. We undertook a comprehensive exercise to look for a potential partner, specifically with the following attributes:

- Large enough to enable economies of scale by make savings in overheads
- Operating in areas that enable income to be increased through synergies in activities
- Committed to delivering services to the Bromley by Bow local community
- Valuing the holistic services approach and measurement of impact model of BBBC
- Ready to undertake a merger

As a result of a robust process, trustees decided to approve a merger with Family Action, the UK's largest family support charity. The charity is over 150 years old, well-established across the country and delivers over 150 services. Impressively, given the breadth and scale of its services, the majority of Family Action's work is very much embedded in local communities.

The merger is an opportunity to preserve all that is good at Bromley by Bow Centre, to strengthen our impact, and to keep delivering support that changes lives across Tower Hamlets. Our service delivery will continue without interruption and we look forward to working with Family Action colleagues to explore how we can extend our reach to even more people locally.

We envisage the merger will go through at the start of March 2026. We are finalising the legal details at the moment as well as planning the operational implications to ensure the transition runs smoothly.

The plan is for the merger to take shape as follows, as agreed by both boards:

- a. This will be a full merger where all of BBBC's staff, property, assets, liabilities and charitable undertakings will transfer to FA
- b. BBBC will become a dormant subsidiary of FA, whereby FA will become the sole member of BBBC – BBBC will amend its Articles to enable this
- c. All of BBBC's employees will transfer over to FA, under TUPE regulations
- d. BBBC's name and identity will be preserved
- e. BBBC will continue to deliver its community-led and holistic care support services as it does now, with the Centre at its heart, with FA supporting the service range developing over time in line with local need
- f. We will seek a novation of the current BBBC funding contracts to FA, subject to approvals
- g. Any reserves that BBBC brings with it will be designated and ringfenced for BBBC

In terms of Leadership and Governance, it is anticipated that current line management and reporting structures will remain broadly consistent following the transfer (specific arrangements will be confirmed as part of the TUPE process).

All staff, in post at the time of the transfer, will be TUPE'd over to Family Action. Elly De Decker, current CEO, will remain in post until the end of March 2026.

Family Action intends to go live with the recruitment of a new Assistant Director (AD) imminently to provide local leadership to the Centre following Elly's departure. The current Senior Leadership Team (SLT) is due to remain in place.

The AD will report to the Deputy Director of Services and Innovation for London, who reports into the Director of Services and Innovation. Where it is identified that there are central support functions and roles, it is anticipated that these will be integrated with Family Action's central support functions and that line management for these areas and roles will be provided via these teams.

For example, we foresee HR roles being managed within the Family Action HR team. This transition of line management may not happen on day one following the transfer. This will be assessed on a case-by-case basis over the coming month once Family Action has a clearer understanding about roles and individuals who are expected to transfer. There is an absolute commitment to manage the transition thoughtfully and carefully to support the continuation of services and operations, without any disruption or interruption.

BBBC, as a dormant charity, will retain two of our current trustees to ensure continuity.

BBBC's local founding partners – Bromley by Bow Health, Bromley by Bow United Reform Church and Poplar HARCA – have been involved in the process and are very supportive of the merger.

As a result of the merger with Family Action, the Bromley by Bow Centre entity is not a going concern as it will cease trading on the date of the merger. However, as the activities of the charity will continue as part of Family Action, the accounts have been prepared on going concern basis (rather than on a break up basis).

G. Statement of 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, including the strategic 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
- 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
- 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 **26 February 2026** and signed on their behalf by

Simon Bevan

Chair

INDEPENDENT AUDITOR'S REPORT

To the members of Bromley by Bow Centre For the year ended 30 June 2025

Opinion

We have audited the financial statements of Bromley by Bow Centre (the 'charitable company') for the year ended 30 June 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2025 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.

Emphasis of matter – going concern

Without modifying our opinion, we draw attention to the disclosures in the trustees' annual report and note 1d of the financial statements that show that the charitable company is no longer a going concern.

The trustees of Bromley by Bow Centre have approved a merger with Family Action. Under this arrangement, all activities, assets and liabilities will be transferred to Family Action on 28 February 2026. The charitable company's ongoing operations will cease, and the entity will become a dormant subsidiary of Family Action. As the activities will be continuing within Family Action, the trustees have not had to make any adjustments to these accounts, and so the basis of preparation is as a going concern.

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 contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

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.

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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.

Farrah Kitabi (Senior statutory auditor)

Date: 27 February 2026

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

STATEMENT OF FINANCIAL ACTIVITIES

INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

The Bromley by Bow Centre

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 30 June 2025

		Unrestricted	Restricted	2025	Unrestricted	Restricted	Restated
	Note	£'000	£'000	Total	£'000	£'000	Total
				£'000			2024
							Total
							£'000
Income from:							
Donations and legacies	2	427	39	466	445	-	445
Charitable activities	3						
Employability, Enterprise and Learning		-	469	469	11	247	258
Community, Health and Well-being		-	521	521	-	481	481
Community Inclusion		-	275	275	-	278	278
Integrated Advice		-	1,010	1,010	-	698	698
		-	2,275	2,275	11	1,704	1,715
Other trading activities	4	245	-	245	299	-	299
Investment activities		46	-	46	76	-	76
Total income		718	2,314	3,032	831	1,704	2,535
Expenditure on:							
Raising funds		265	-	265	270	-	270
Charitable activities							
Employability, Enterprise and Learning		-	512	512	-	359	359
Community, Health and Well-being		-	824	824	-	854	854
Community Inclusion		-	345	345	-	290	290
Integrated Advice		-	1,059	1,059	-	913	913
		-	2,740	2,740	-	2,416	2,416
Other trading activities		212	2	214	164	-	164
Total expenditure	5	477	2,742	3,219	434	2,416	2,850
Net Income/expenditure for the year		241	(428)	(187)	397	(712)	(315)
Transfers between funds		(428)	428	-	(712)	712	-
Net movement in funds		(187)	-	(187)	(315)	-	(315)
Reconciliation of funds:							
Total funds brought forward		2,368	-	2,368	2,636	-	2,636
Prior year restatement	25	(47)	-	(47)	-	-	-
Restated total funds brought forward		2,321	-	2,321	2,636	-	2,636
Total funds carried forward		2,134	-	2,134	2,321	-	2,321

The above activities are considered discontinued within this entity as per note 1d.

Movements of funds disclosed in Note 19 to the financial statements.

BALANCE SHEET

The Bromley by Bow Centre

Balance Sheet

As at 30 June 2025

Company number: 02942840

	Note	£'000	2025 £'000	£'000	Restated 2024 £'000
Fixed assets:					
Tangible assets	11		<u>1,604</u>		<u>1,628</u>
			1,604		1,628
Current assets:					
Debtors	13	699		625	
Cash at bank and in hand		<u>770</u>		<u>1,539</u>	
		1,469		2,164	
Liabilities					
Creditors: amounts falling due within one year	14	(939)		(1,396)	
Net current assets			530		768
Total assets less current liabilities			<u>2,134</u>		<u>2,396</u>
Creditors: amounts falling due after one year	16		-		(75)
Total net assets			<u><u>2,134</u></u>		<u><u>2,321</u></u>
The funds of the charity:					
Restricted income funds			-		-
Unrestricted income funds:					
Designated funds		13		13	
General funds		<u>2,121</u>		<u>2,308</u>	
Total unrestricted funds			2,134		2,321
Total charity funds			<u><u>2,134</u></u>		<u><u>2,321</u></u>

Approved by the trustees on 26 February 2026 and signed on their behalf by

Simon Bevan
Chair

STATEMENT OF CASH FLOWS

The Bromley by Bow Centre

Statement of Cash Flows

For the year ended 30 June 2025

	£'000	2025 £'000	£'000	<i>Restated</i> 2024 £'000
Net income/(expenditure) for the reporting period (as per the statement of financial activities)		(187)		(315)
Depreciation charges		93		86
Fixed assets purchased		(69)		(20)
Interest paid		-		9
Increase in debtors		(74)		(243)
Increase/(decrease) in creditors		(457)		133
Net cash provided by / (used in) operating activities		(694)		(350)
Cash flows from investing activities:				
Interest paid	-		(9)	
Net cash provided by / (used in) investing activities		-		(9)
Cash flows from financing activities:				
Bromley By Bow Health Partnership	-		(75)	
United Reform Church	(75)		(150)	
Net cash provided by / (used in) financing activities		(75)		(225)
Change in cash and cash equivalents in the year		(769)		(584)
Cash and cash equivalents at the beginning of the year		1,539		2,123
Cash and cash equivalents at the end of the year		770		1,539

NOTES TO THE FINANCIAL STATEMENTS

Bromley by Bow Centre Notes to the Financial Statements Year ended 30 June 2025

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.

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.

c) Public benefit entity

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

d) Going concern

The trustees approved a merger of with Family Action (charity number: 264713). Under this arrangement, all activities, assets and liabilities will be transferred on 28 February 2026. As a result, the charity is not a going concern. However as the activities are continuing in another entity, the going concern basis of accounting has been adopted rather than the break up basis and therefore there has been no changes to the value of assets and liabilities as a result of the planned merger.

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.

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.

Bromley by Bow Centre

Notes to the Financial Statements

Year ended 30 June 2025

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

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.

Bromley by Bow Centre

Notes to the Financial Statements

Year ended 30 June 2025

2 Income from donations and legacies

	2025			2024		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Donations	427	39	466	445	-	445
	427	39	466	445	-	445

3 Income from charitable activities

Total funding from Government sources is £0.7M (2024: £0.7M).

	2025			Restated 2024		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
<u>Employability, Enterprise and Learning</u>						
Aberfeldy	-	249	249	-	12	12
ESOL New City College	-	-	-	-	13	13
Ingeus Central London Works	-	-	-	-	11	11
Investec	-	113	113	-	112	112
LCF Creative Communities	-	-	-	-	19	19
Mayors Community Fund Tower Hamlets	-	40	40	-	13	13
UKSPF Life Sciences - Incubation & Mentoring	-	35	35	-	7	7
Others	-	32	32	11	60	71
	-	469	469	11	247	258
<u>Community, Health and Well-being</u>						
Barts Social Prescribing	-	89	89	-	32	32
Cost of Living Fund	-	-	-	-	36	36
ELFT	-	104	104	-	90	90
Lottery Community Fund	-	38	38	-	122	122
Social Prescribing	-	144	144	-	152	152
Sports Funding - Coaches	-	3	3	-	33	33
Welcome Hub (formerly Connection Zone)	-	7	7	-	22	22
Welcome Hub-George Green	-	78	78	-	-	-
Others	-	58	58	-	49	49
	-	521	521	-	536	536
<u>Community Inclusion</u>						
Network - Population Health	-	-	-	-	10	10
Social Care	-	174	174	-	170	170
LBTH MCGTP Connect for Health	-	40	40	-	8	8
Space to Connect	-	-	-	-	25	25
Walking and Movement	-	25	25	-	-	-
Others	-	36	36	-	10	10
	-	275	275	-	223	223
<u>Integrated Advice</u>						
BGET - More Energy	-	193	193	-	47	47
BGET Energise	-	-	-	-	261	261
Eastend Homes	-	48	48	-	64	64
Home Energy Advice (HEAP)	-	295	295	-	-	-
LBTH/Age UK - IAA	-	66	66	-	31	31
LCF Advice & Information	-	-	-	-	17	17
Life After Debt	-	37	37	-	57	57
People Powered	-	120	120	-	155	155
Power Bank	-	128	128	-	27	27
Others	-	123	123	-	39	39
	-	1,010	1,010	-	698	698
	-	2,275	2,275	11	1,704	1,715

4 Other Trading Income

	2025			2024		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Rent and service charge income	162	-	162	216	-	216
Other Trading Income	83	-	83	83	-	83
	245	-	245	299	-	299

Bromley by Bow Centre

Notes to the Financial Statements

Year ended 30 June 2025

5a Analysis of expenditure (current year)

	Raising funds £'000	Employability, Enterprise & Learning £'000	Community, Health & Well-being £'000	Community Inclusion £'000	Integrated Advice £'000	Trading activities £'000	Cross Governance costs £'000	Other Support costs £'000	2025 Total £'000	<i>Restated</i> 2024 Total £'000
Staff costs	163	255	502	190	591	105	-	494	2,300	2,106
Service delivery costs	11	114	40	48	136	-	-	-	349	127
Centre delivery costs										
Facilities, Property, Health and Safety	-	-	-	-	-	51	-	137	188	156
Finance and Accounting	-	-	-	-	-	-	24	147	171	170
General Management, Other	-	-	-	-	-	-	-	50	50	116
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	67	67	122
Impact Management	-	-	-	-	-	-	-	-	-	4
Information and Communications	-	-	-	-	-	-	-	94	94	49
	174	369	542	238	727	156	24	989	3,219	2,850
Governance costs	2	3	7	3	8	1	(24)	-	-	-
Support costs	89	140	275	104	324	57	-	(989)	-	-
Total expenditure 2025	265	512	824	345	1,059	214	-	-	3,219	2,850
Total expenditure 2024	270	359	854	290	913	164	-	-	2,850	

tel:2024%20270%20359%20854%20290

5b Analysis of expenditure (previous year)

	Raising funds £'000	Employability, Enterprise & Learning £'000	Community, Health & Well-being £'000	Community Inclusion £'000	Integrated Advice £'000	Insights £'000	Trading activities £'000	Cross Governance costs £'000	Other Support costs £'000	Restated 2024 Total £'000	2023 Total £'000
Staff costs	130	215	462	134	506	-	75	-	584	2,106	2,669
Service delivery costs	40	(22)	37	53	19	-	-	-	-	127	373
Centre delivery costs											
Facilities, Property, Health and Safety	-	-	-	-	-	-	32	-	124	156	158
Finance and Accounting	-	-	-	-	-	-	-	25	145	170	174
General Management, Other	-	-	-	-	-	-	-	-	116	116	147
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	-	122	122	77
Impact Management	-	-	-	-	-	-	-	-	4	4	-
Information and Communications	-	-	-	-	-	-	-	-	49	49	50
	170	193	499	187	525	-	107	25	1,144	2,850	3,648
Governance costs	2	4	8	2	8	-	1	(25)	-	-	-
Support costs	98	162	347	101	380	-	56	-	(1,144)	-	-
Total expenditure 2024	270	359	854	290	913	-	164	-	-	2,850	3,648
Total expenditure 2023	512	757	706	451	918	127	177	-	-	3,648	

Bromley by Bow Centre
Notes to the Financial Statements
Year ended 30 June 2025

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2025	2024
	£'000	£'000
Depreciation	93	86
Operating lease rentals: Property	13	13
Auditors' remuneration (excluding VAT):		
Audit	20	18
VAT	-	4
Under accrual from prior year	4	3
	130	124

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

Staff costs were as follows:

	2025	<i>Restated</i>
	£'000	2024
		£'000
Salaries and wages	2,016	1,865
Redundancy and termination costs	19	35
Social security costs	208	168
Employer's contribution to defined contribution pension schemes	57	55
	2,300	2,123

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

	2025	2024
	No.	No.
£80,000-£89,999	-	1
£100,000-£110,000	1	-
	1	1

The total employee benefits including pension contributions and employers' NIC of the key management personnel were £377,102 (2024: £300,014).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2024: £nil).

8 Staff numbers

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

	2025	2024
	No.	No.
Cost of raising funds	4	3
Employability, Enterprise and Learning	8	7
Community, Health and Well-being	16	10
Community Inclusion	12	12
Integrated Advice	15	14
Support	19	20
	74	66

Bromley by Bow Centre

Notes to the Financial Statements

Year ended 30 June 2025

9 Related party transactions

The charity encourages each of its major local partnership organisations, i.e. Bromley by Bow Health ("BBBH"), the London Borough of Tower Hamlets ("LBTH"), Poplar HARCA and the United Reformed Church ("URC"), 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 did not receive any grants or donations (2024: £nil) from the BBBH. One of the charity's Trustees, Dr. Savitha Pushparajah, and the former Chief Executive Officer, Robert Trimble, are Partners of BBBH.

During the year, the charity received grants and contract income totalling £389,579 (2024: £143,598) from LBTH. One of the charity's Trustees, Mr Abdul Mannan is a LBTH Councillor

During the year, the charity received grants and donations of £311,000 (2024: £236,500) from Poplar HARCA. One of the charity's former Trustees (resigned 8 May 2025), Mr Paul Brickell, is the chair of Poplar HARCA.

During the year, the charity paid rent of £8,250 (2024: £12,375) to URC. The former charity Trustee, Mr Michael Gould, was a volunteer for Thames North Synod of URC.

The total value of donations from Trustees during the year was £nil (2024: £300 from 1 Trustee).

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
Cost or valuation					
At the start of the year	2,731	77	50	147	3,005
Additions	56	-	4	9	69
At the end of the year	2,787	77	54	156	3,074
Depreciation					
At the start of the year	1,145	77	37	118	1,377
Charge for the year	82	-	2	9	93
At the end of the year	1,227	77	39	127	1,470
Net book value					
At the end of the year	1,560	-	15	29	1,604
At the start of the year	1,586	-	13	29	1,628

Land and Buildings

	Land £'000	Park Development £'000	Mary Buss House £'000	Bromley-by Bow Centre £'000	Enterprise Barn £'000	Total £'000
Cost or valuation						
At the start of the year	235	212	24	1,832	428	2,731
Additions	-	-	-	55	1	56
At the end of the year	235	212	24	1,887	429	2,787
Depreciation						
At the start of the year	-	78	11	897	159	1,145
Charge for the year	-	4	-	69	9	82
At the end of the year	-	82	11	966	168	1,227
Net book value						
At the end of the year	235	130	13	921	261	1,560
At the start of the year	235	134	13	935	269	1,586

Bromley by Bow Centre

Notes to the Financial Statements

Year ended 30 June 2025

All fixed assets held are for the benefit 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. Mary Buss House is subject to a charge as security for a loan facility from URC Thames North Trust which is detailed in Note 16. Land with a value of £235,000 (2024: £235,000) is included within freehold property and not depreciated. All of the above assets are used for charitable purposes.

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 Fat Macy's Ltd, Grassroot Workshop CIC, Carmen's Family Coffee House Ltd, Imagen Ltd, InCommon Ltd, InDent Ltd, Juta Shoes Ltd, Lemonade Ltd, Performance Ready Strength & Conditioning Ltd, Supply Change Ltd, Wayfinders 2018 CIC (trading as "The Visionaries"), We Speak Ltd, Yarrow Films Ltd, Fast Flow Wellness CIC, Fresh Fruits Environmental Services CIC, Blackout Dance Camp CIC, Lammas Fare Ltd, Black Women in Real Estate Ltd, Mosaic Rewilding Ltd, Hackney School of Food CIC, Spiritwood LDN CIC, Wax Atelier Labs CIC, Skate Gals & Pals CIC, Good Nuggets Academy CIC, Empower.Box CIC, The Matchbox Community CIC and Hackney Wolves Basketball CIC. It has not been possible to arrive at a fair market value of these shareholdings at 30 June 2024, which in any event is not judged to be material.

13 Debtors

	2025 £'000	<i>Restated</i> 2024 £'000
Trade debtors	516	391
Other debtors	23	7
Prepayments	19	-
Accrued income	141	227
	<u>699</u>	<u>625</u>

14 Creditors: amounts falling due within one year

	2025 £'000	<i>Restated</i> 2024 £'000
Trade creditors	36	81
Taxation and social security	66	191
Other creditors	179	597
Accruals	97	78
Social Investment Business Loan	103	-
Deferred income (Note 15)	458	449
	<u>939</u>	<u>1,396</u>

15 Deferred income

	2025 £'000	<i>Restated</i> 2024 £'000
Balance at the beginning of the year	449	372
Amount released to income in the year	(449)	(372)
Amount deferred in the year	458	449
Balance at end of the year	<u>458</u>	<u>449</u>

16 Creditors: amounts falling due after one year

	2025 £'000	2024 £'000
URC Loan Fund	-	75
	<u>-</u>	<u>75</u>

Bromley by Bow Centre

Notes to the Financial Statements

Year ended 30 June 2025

17 Pension scheme

On 1 August 2014, and in compliance with workplace pension legislation, the charity introduced a Group Personal Pension Plan arranged through Scottish Widows. The charity contributes up to 6% of gross pay for all entitled employees depending on seniority, service and the employee's own contribution. At 30 June 2025, there were 52 (2024: 48) 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 £57,230 (2024: £55,506).

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

	Fixed Assets £'000	Net Current Assets £'000	Long Term Liabilities £'000	Total £'000
Unrestricted Funds				
Designated Funds	13	-	-	13
General Funds	1,591	530	-	2,121
Net assets at the end of the year	<u>1,604</u>	<u>530</u>	<u>-</u>	<u>2,134</u>

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

	Fixed Assets £'000	Net Current Assets £'000	Long Term Liabilities £'000	Restated Total £'000
Unrestricted Funds				
Designated Funds	13	-	-	13
General Funds	1,615	768	(75)	2,308
Net assets at the end of the year	<u>1,628</u>	<u>768</u>	<u>(75)</u>	<u>2,321</u>

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
Restricted funds:					
Charitable activities					
Employability, Enterprise and Learning	-	469	(512)	43	-
Community, Health and Well-being	-	521	(824)	303	-
Community Inclusion	-	275	(345)	70	-
Integrated Advice	-	1,010	(1,059)	49	-
Other:					
Donations and legacies	-	39	(2)	(37)	-
Total restricted funds	<u>-</u>	<u>2,314</u>	<u>(2,742)</u>	<u>428</u>	<u>-</u>
Unrestricted funds:					
Designated funds:					
Mary Buss House	13	-	-	-	13
Total designated funds	<u>13</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>13</u>
General funds	<u>2,308</u>	<u>718</u>	<u>(477)</u>	<u>(428)</u>	<u>2,121</u>
Total unrestricted funds	<u>2,321</u>	<u>718</u>	<u>(477)</u>	<u>(428)</u>	<u>2,134</u>
Total funds	<u>2,321</u>	<u>3,032</u>	<u>(3,219)</u>	<u>-</u>	<u>2,134</u>

Expenditure on restricted donations

The relevant amounts are reported within Support Costs which are then allocated across the cost categories as shown in Note 6a so are included in the Expenditure figures for Charitable Activities in the table above.

Transfer between funds

During the year the charity was funded restricted income for capital works. These capital works were completed before year-end and the restricted assets were transferred to unrestricted assets.

Bromley by Bow Centre

Notes to the Financial Statements

Year ended 30 June 2025

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.

19b Movements in funds (prior year - restated)

	At the start of the year £'000	Income £'000	Expenditure £'000	Transfers £'000	At the end of the year £'000
Restricted funds:					
Charitable activities					
Employability, Enterprise and Learning	-	247	(359)	112	-
Community, Health and Well-being	-	481	(854)	373	-
Community Inclusion	-	278	(290)	12	-
Integrated Advice	-	698	(913)	215	-
Other:	-	-	-	-	-
Donations and legacies	-	-	-	-	-
Total restricted funds	-	1,704	(2,416)	712	-
Unrestricted funds:					
Designated funds:					
Mary Buss House	13	-	-	-	13
Total designated funds	13	-	-	-	13
General funds	2,623	831	(434)	(712)	2,308
Total unrestricted funds	2,636	831	(434)	(712)	2,321
Total funds	2,636	2,535	(2,850)	-	2,321

20 Operating lease commitments (lesser)

	Land and buildings	
	2025 £'000	2024 £'000
Expiry date:		
Less than one year	12	12
One to five years	-	-
	12	12

The charity 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 £8,250.

21 Operating lease commitments (lessor)

At 30 June 2025 the charity had amounts receivable under non-cancellable operating leases for each of the following periods:

	Land and buildings	
	2025 £'000	2024 £'000
Expiry date:		
Less than one year	2	2
One to five years	6	6
Over five years	15	15
	23	23

Bromley by Bow Centre

Notes to the Financial Statements

Year ended 30 June 2025

22 Capital commitments

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

23 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.

24 Funds held on behalf of other organisations

At 30 June 2025 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.

2025	2024
£'000	£'000
138	105

25 Prior year adjustment

Reserves position

	Unrestricted £'000	Restricted £'000	Total funds £'000
Funds previously reported	2,368	-	2,368
Adjustments on restatement			
Defer July to October 2024 income to 24/25	-	(12)	(12)
Reverse January to June 2024 income accrual	-	(22)	(22)
Accrue restructure costs to 23/24	(1)	(12)	(13)
	(1)	(46)	(47)
Transfer between funds	(46)	46	-
Funds restated	2,321	-	2,321

Impact on income and expenditure

	Unrestricted £'000	Restricted £'000	Total funds £'000
Net income as previously reported	831	1,739	2,570
Adjustments on restatement			
Defer July to October 2024 income to 24/25	-	(12)	(12)
Reverse January to June 2024 income accrual	-	(23)	(23)
Net income as restated	831	1,704	2,535
	Unrestricted £'000	Restricted £'000	Total funds £'000
Net expenditure as previously reported	433	2,405	2,838
Adjustments on restatement			
Accrue restructure costs to 23/24	1	11	12
Net expenditure as restated	434	2,416	2,850

Details of adjustments

Complex payment terms resulted in one of the delivery project's income being overstated by £35k in the prior financial year.

Additional restructure costs were only identified late in 2023/24 of £12k and not included in the published financial statements.

26 Post Balance Sheet Events

In December 2025, the trustees agreed to merge with another charity Family Action (charity number: 264713) from 28 February 2026.

THANK YOU

We are incredibly grateful to all our funders, partners and friends. You make our work possible. We appreciate all you do to ensure our vital services and activities continue to strengthen our community. Thank you.

4814 Trust

29th May 1961 Charitable Trust

Assura Plc

B&SH CIC (Bromley by Bow & Stepney Health
Primary Care Network)

Barts Charity

Big Local Trust

British Gas Energy Trust

Bromley by Bow Health

City University

East London NHS Foundation Trust

Eastend Homes

Garfield Weston Foundation

Greater London Authority

Hodge Foundation

Independent Age

Investec

Islington Council

Peabody Community Foundation

Poplar HARCA

Social Investment Business

Stephenson Harwood

The Energy Saving Trust

The Fishmongers' Company's Charitable Trust

The London Legacy Development Corporation

The Lovington Foundation

The National Lottery Community Fund

Tower Hamlets Council

Tower Hamlets GP Care Group

University College London



Bromley by Bow staff at our annual away day



Investec volunteers helping at our Summer Festival of Wellbeing

REFERENCE AND ADMINISTRATIVE DETAILS

Directors

Simon Bevan
Obafemi Shokoya
David Smeed
Rachel Smith
Abdul Mannan
Naznin Chowdhury (formally appointed in July 2024)

Secretary

Graham Rowbotham

Chief Executive

Elly De Decker

Company Number

2942840

Charity Number

1041653

Registered Office

Bromley by Bow Centre
St Leonard's Street
London, E3 3BT

Website

www.bbbc.org.uk

Solicitors

Stephenson Harwood LLP
1 Finsbury Circus, London, EC2M 7SH

Auditors

Sayer Vincent LLP
Chartered Accountants and Registered Auditors
110 Golden Lane
London, EC1Y 0TG

Bankers

Barclays Bank plc
35-38 South Street
Romford, Essex, RM1 1RH



How you can help or work with us

DONATE

bbbc.org.uk/donate

VOLUNTEER

bbbc.org.uk/volunteering

PARTNER WITH US

Email: DevelopmentTeam@bbbc.org.uk

HIRE ONE OF OUR SPACES

bbbc.org.uk/venue-hire

VISIT US

St Leonard's Street, London, E3 3BT

FOLLOW US

linkedin.com/company/the-bromley-by-bow-centre

instagram.com/bromley_by_bow_centre

bbbc.org.uk

Charity number 1041653

Thank you to the facilities team, Charlie, Billy, Dave, Karen, Sharon, Alison, El-Aiyachi, Kamrul, Lule, Mark, for keeping the place safe and looking great for colleagues, volunteers and the whole community. Photography by Bill Snaddon

THE BROMLEY BY BOW CENTRE

England & Wales - Charity number 1041653

Accounts



**Bromley
by Bow
Centre**



**The Bromley by Bow Centre
Trustees' Annual Report
For the year ended 30 June 2024**

The Bromley by Bow Centre

Annual Report and Financial Statements

For the year ended 30 June 2024

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I would tell anyone thinking about coming to the Centre that it's really, really worth it. Everyone's really lovely. There's so much space for everyone.

Sarah, a member of our embroidery group Thread Heads



A Chair's Introduction

Our Hong Kong BNO Group practicing their creative skills in the Church through calligraphy and lantern making.

Over the course of the past year, ending on 30 June 2024, the Bromley by Bow Centre built on the significant changes made to our business model the previous year.

Following the sale of the Health Centre in November 2022, which enabled us to clear our debts, we completed a significant organisational restructuring to ensure continued sustainable service delivery to our community. These actions largely addressed the charity's structural deficit and we are now talking with unrestricted funding sources about a financially sustainable model of our holistic approach to the health and social challenges in our community. The FY24 accounts incorporate the costs of restructuring and the first full year of Elly De Decker's tenure as CEO.

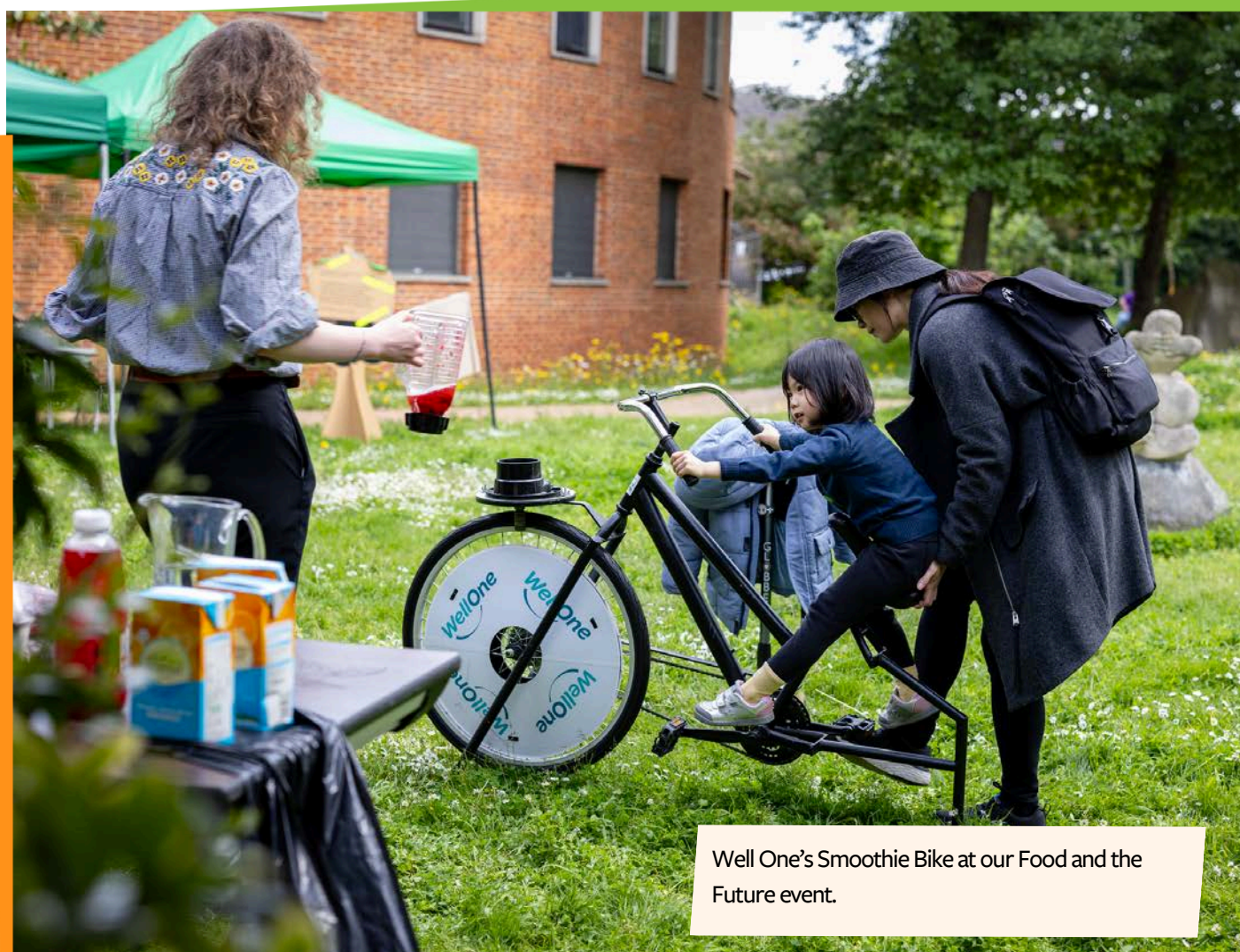
The new Government's recent Budget provides some welcome plans to deliver investment in local government, public health and housing. These will take time to deliver the anticipated benefits and, in the meantime, charities like ours continue to address the needs of our communities as best we can, even as operating costs increase and funding tightens. An unfortunate reality of the Budget's decision to increase employer's National Insurance Contributions to 15% is that charities like us, who employ over 50 people in service delivery (many of whom are statutorily funded), will face a further increase in operating costs without seeing the increase in funding or reliefs that is available to smaller charities and some health providers. We hope that the Chancellor will listen to the arguments of charities like ours on this point.

In this report we acknowledge the vital support we receive from our funders and partners. This support is increasingly important, as our work becomes ever more vital and the pressure on funding remains very difficult. I also want to pay tribute to all our people and our trustees, who contribute their time and expertise tirelessly.

With the changes being made to our organisations structure we took the opportunity to commission an externally-led governance effectiveness review to understand what will be needed from the board in the coming years. This included an assessment of our trustees' skills and our ideal board composition and led to an open trustee recruitment process being undertaken that applied a local lens when assessing candidates with the right skills and cultural requirements. Following this process, we are pleased to welcome Naznin Chowdhury as our newest trustee.

We are delighted to have Naznin’s experience and energy on our Board; she grew up locally and has a deep understanding of diverse inner-city issues through working in economic development for over 15 years. I’m also very grateful to the members for approving the extension of my term as a trustee and appointment as Chair. As we apply creative ongoing focus and effort on the long-term sustainability of what we do for our community as a charity having this leadership continuity will be a huge advantage to us. We certainly cannot be complacent, but the Centre should look back on this year with pride and satisfaction at the many challenges and changes that have been addressed. The current year will require even more creativity and hard work as we seek the long-term sustainability that our community deserves.

Simon Bevan
Chair



Well One’s Smoothie Bike at our Food and the Future event.

B Impact and Operations



A message from our CEO

We hold our community at the heart of everything we do

In Bromley by Bow, the statistics do not paint a pretty picture of the state of our society. Poverty rates across the borough sit at 41%,¹ significantly higher than the national average of 21% and the average in London at 24%.² 10.3% of households in Bromley by Bow are facing fuel stress.³ Food insecurity is another area that many in the wider community are navigating, with 10% of London's households affected.⁴ Nearly half of the Bromley by Bow population now lives with a long-term health condition, with healthy life expectancy particularly low for women at 57.8 years, against 63.9 nationally.⁵

I never like to start off a conversation about Bromley by Bow with a focus on these types of statistics. When I think about our community, the wonderful people shaping and visiting the Centre, I think about their energy, their dynamism, their infectious joy, their aspirations, as well as the wonderful diversity around us. But not acknowledging these statistics would be to deny the truth of the situation for many.

Communities up and down the country feel disempowered and abandoned – the sense of division is increasing. In this context, more of the same is just not a credible proposition. Bold solutions are needed. We believe that the Bromley by Bow model offers just that, a bold solution to the systemic challenges communities are facing.

Our site, developed over the last 40 years, provides a place for our community to connect, a constant in an ever-changing world, a safe space that everyone can access. It is the open door to our broad offer of tailored support. We work with the entirety of a person through our variety of services and partnerships, recognising that health and wellbeing are primarily driven by social factors not medical.



We address the causes and effects of poverty with an emphasis on health, learning and social inclusion. We help people grow in confidence and work with them to enable them to navigate their own complex personal situations.

We have deep local impact – we work with over 4,000 unique individuals every year, with many more visiting the park during our events. We know that our work improves people’s wellbeing, makes them feel more connected and motivates them to support others. But our impact goes much further than Bromley by Bow. Our work has gained recognition both nationally and internationally. Delegations visit the Centre to learn about our approach from as far afield as South Korea, Singapore and Canada. Our methods are held as an exemplar by the World Health Organisation (WHO). We are where the concept of Children’s Centres was born. We are at the forefront of the development of social prescribing. We are pioneers and entrepreneurs.

What we do and what we offer is not a ‘nice to have’, it’s absolutely critical to what makes a thriving community. We cannot underplay some of the structural challenges communities are facing and will continue to face in the years ahead. This will impact us all.

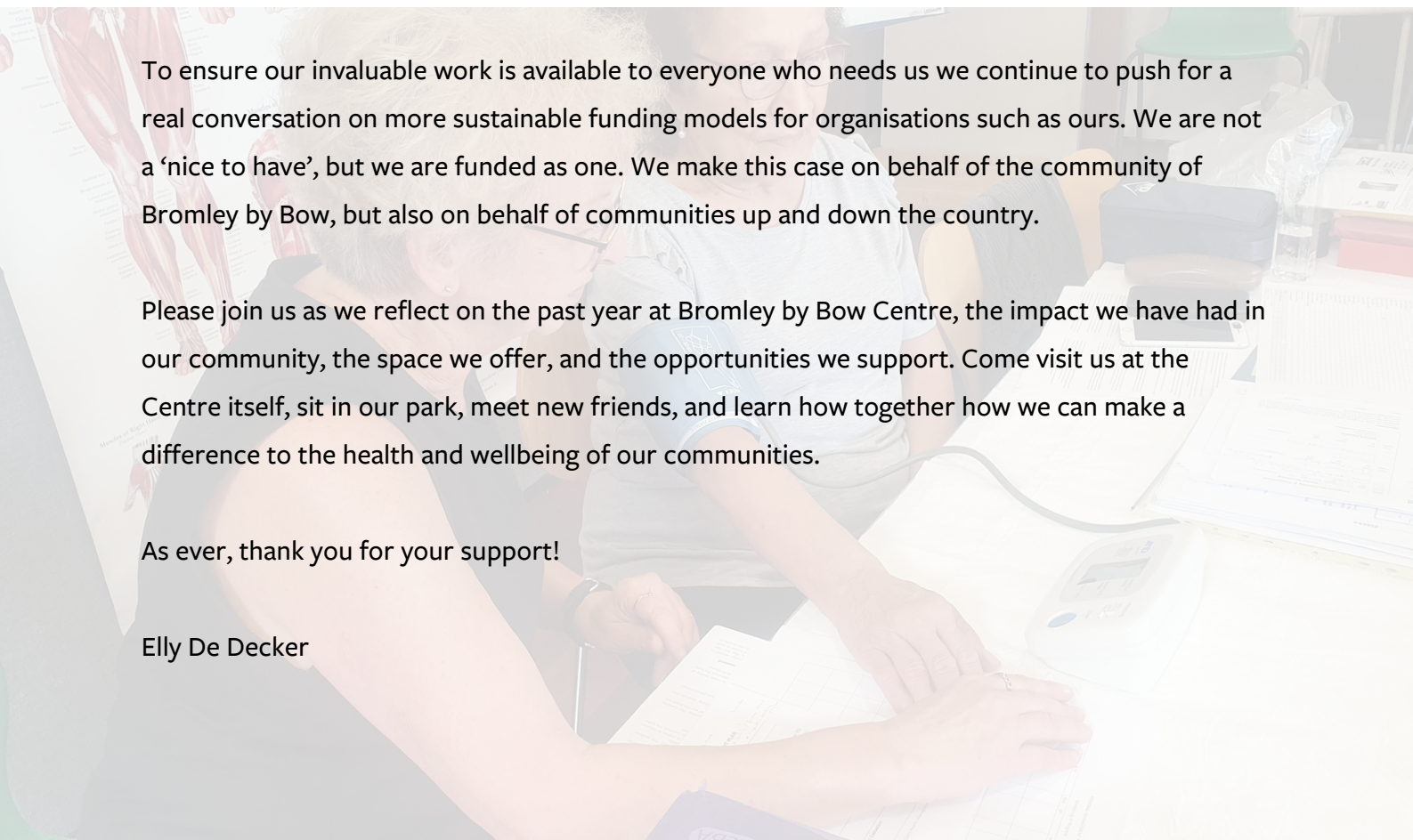
Fundamentally, we believe that every local community should have access to a ‘Bromley by Bow Centre’, offering a place and space for communities to come together, delivering support that is relevant to what matters to local people.

To ensure our invaluable work is available to everyone who needs us we continue to push for a real conversation on more sustainable funding models for organisations such as ours. We are not a ‘nice to have’, but we are funded as one. We make this case on behalf of the community of Bromley by Bow, but also on behalf of communities up and down the country.

Please join us as we reflect on the past year at Bromley by Bow Centre, the impact we have had in our community, the space we offer, and the opportunities we support. Come visit us at the Centre itself, sit in our park, meet new friends, and learn how together how we can make a difference to the health and wellbeing of our communities.

As ever, thank you for your support!

Elly De Decker



A year at Bromley by Bow

About us

We are rooted in our community. Last year we supported **4,958 people** across all genders, ages, ethnicities and needs levels - **50% of those people live within a mile of the Centre**. **37% of people stay with the Centre year-on-year** and **30% of people are engaged in more than one of our services**. The majority of our **79 staff and 108 volunteers are local to the Centre**; many of them started their journey with the Centre as users and volunteers. We have **76 local partner organisations**.

The difference we make

We deliver person-centred, holistic and integrated support.

The people we work with report:

Our activities generate:



£1,126,506
of debt managed



£3,444,064
of entitled income was accessed



18
social enterprises of all stages supported



507
supported into employment, training, or provided with a certificate

Our activity

9,037
1:1 sessions

56
groups across all areas

2,799
newly registered Centre users

4,400
attendances at wellbeing groups

Our Community

Our community is dynamic. It's diverse. There is a huge amount of aspiration. But many face significant barriers which impact their health and wellbeing



Our community is vibrant, pioneering and enterprising. Our social enterprise programme receives around 100 applications every year and we co-produce many of our activities with community members. But our community also faces increased mental health and social isolation challenges post-COVID-19. This, coupled with the cost-of-living crisis, has created an explosion of need that neither traditional services nor the health and social care system can adequately respond to.

Some of what our community faces

- 48% of children in Tower Hamlets live in poverty.⁶
- 42% of Tower Hamlets have a long-term health condition.⁷
- Third highest incidence (Tower Hamlets) of mental illness in London.⁸
- 42% of Year 6 pupils are overweight or obese, with high food prices impacting the accessibility of healthy food.⁹

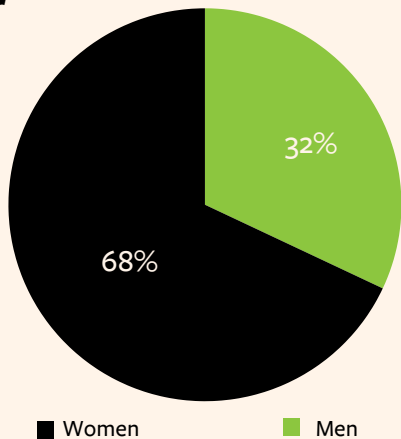
What we are doing

- Food Vouchers, Fuel Vouchers, developing specialised social prescribing.
- The blueprint for the Healthy Living Centre: integrated preventative services, co-located GP practice and collaboration with Primary Care Networks.
- Dedicated Mental Health support workers and community groups.
- 4 food-based programmes centring around education, budgeting and cooking skills for households.

Who uses the Centre

Over the year, we have welcomed and worked with people of all ages, gender, nationalities and levels of health

Gender



At least one health condition

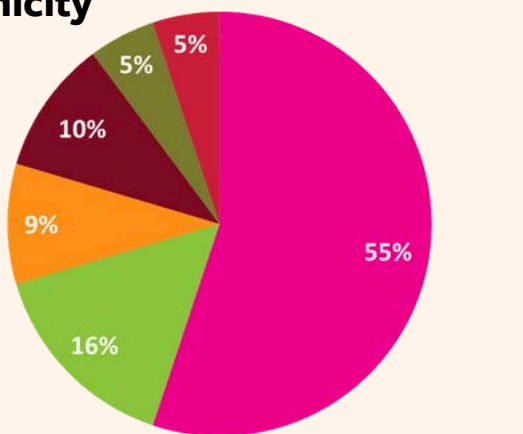


29% Yes

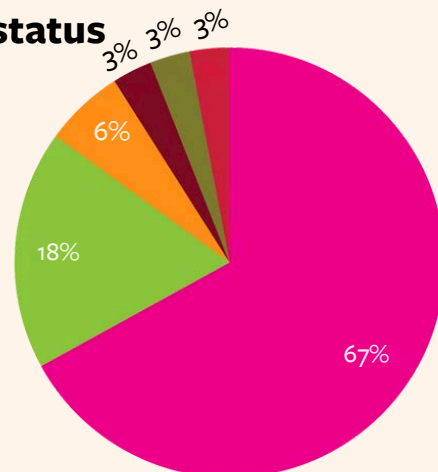
71% No

We work with people who have complex needs through deep and long-term support.

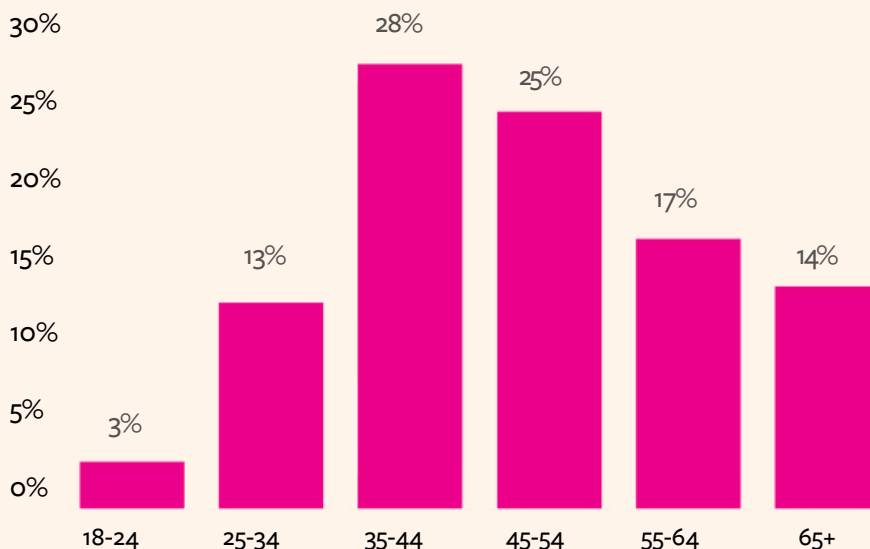
Ethnicity



Housing status



Age



Our approach

The Bromley by Bow Centre is a hub for our community, located in the East London Borough of Tower Hamlets

We are founded on the knowledge that social, economic and environmental factors profoundly impact health and wellbeing

It is widely accepted that in our poorest communities as much as 80% of health is directly connected to social, economic and environmental factors.



Community members enjoying a dance exercise class at our Food and the Future event.

Many in our community face loneliness, fuel poverty, food insecurity, long term health conditions, mental health challenges, inadequate housing and a lack of access to qualifications and employment. We understand that to enable people to have a healthier and better life these underlying factors need to be addressed.

We are a place and a space for our community to come, to be, and to connect

We are an open door to community and participation. Rooted on the same site since 1984, we have known our community's challenges for 40 years. Many staff live locally and used the Centre's services before becoming staff. Our reach and connection to the local community is unparalleled and gives us a uniquely privileged position of trust which contributes to our effectiveness.

We offer integrated and holistic support

The solutions to the issues of health and wellbeing faced by our community lie in considering a person in their entirety - focusing on each aspect of life and how they interrelate with one another. Our integrated service means that when someone comes to the Centre, they are not met with a series of individual projects and services but can navigate a seamless journey of support with consistent care.



We hosted a British Gas Energy Trust Roundtable to discuss the importance of holistic support for households experiencing fuel poverty.

Measuring what matters

Whilst someone might come to us for support due to a specific problem they are facing, we often find that there is more to their situation than first appears. We measure the following six outcomes, which our community has identified as the ingredients of a good life.

1. We meet people's basic needs.
2. We build knowledge, skills and opportunities.
3. We develop confidence in people's own resources.
4. We encourage connection.
5. We created a sense of community and place.
6. We support people to take action for themselves and for their community.

All our services come together to build the support needed for a thriving community.

Championing diversity, equity and inclusivity

We take an inclusive approach to our service delivery, ensuring that our space and services are tailored to the needs of our community and the inequalities experienced. Our approach has been developed with and by the community and our aim is to ensure that there is a space for everyone at the Centre.

To be inclusive to our community we need to reflect this amongst our staff and volunteers. We have a growing EDI Working Group formed of representatives from each of our teams and our Trustee Board. Our focus this year, defined by our staff and volunteers, was wellbeing and increased accessibility. The Group has introduced 2 additional Celebration Days, increased awareness of the Access to Work Scheme and commissioned an Accessibility Audit of our site.



Our Gardening Group works with adults with learning and physical disabilities and mental health support needs to develop horticulture skills and build community connections.

Our impact

The overall wellbeing of our community is at the heart of all our work at the Centre

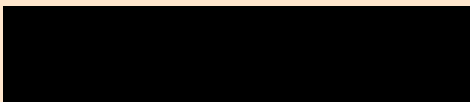
Our work positively impacts the wellbeing of our users, and increasingly so - **last year, people using the Centre reported a 39% improvement in their wellbeing, this year this has increased to a 45% improvement.**

“I keep coming back - it’s the personality of the people, new friends, an array of activities and new skills to develop!”

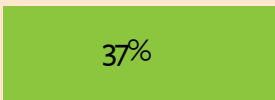
Individual wellbeing is the main measure we track across the Centre.

Negative wellbeing scores reported by people accessing the Centre:

Before



After



Percentage average increase

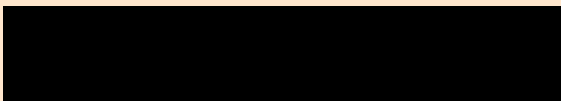


n=521

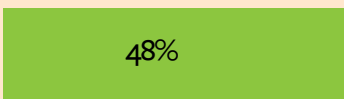
We also ask what matters to community members receiving one-to-one support, following up to see if their concerns have been resolved.

People highly concerned about the matter that brought them to the Centre:

Before



After



Percentage average increase



n=557

Using the MYCAW (R) tool, these are clinically and statistically significant changes.¹⁰

“The Centre looks at people like human beings - it is very helpful in a holistic way. I feel at home here. Everyone has time for you.”

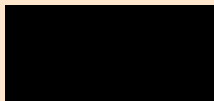
A closer look at some of the key indicators of our impact

These charts show the percentage of people who responded positively to the statements before and after accessing the Centre.

We offer a safe place for our community to build connection and become involved in the community.

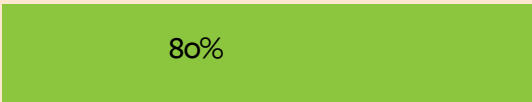
I know what's going on in my local community

Before



After

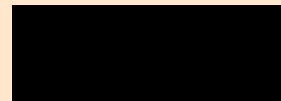
80%



n=47

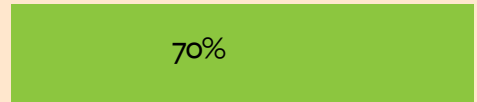
I feel part of my community

Before



After

70%



n=125

We support people to build their knowledge and skills, increasing the opportunities available.

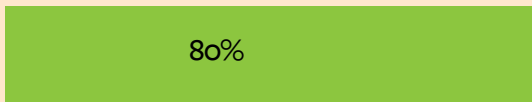
I feel confident in myself

Before



After

80%



n=44

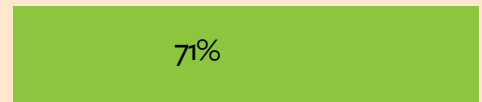
I regularly make choices to support my own health and wellbeing

Before



After

71%



n=119

We work with people to identify their needs and to develop plans to meet them.

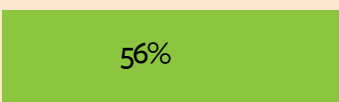
I know how to get the support I need

Before



After

56%



n=184

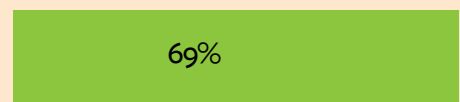
I have enough support around me

Before



After

69%



n=59

People Stories

We are privileged that this year many people have shared their stories and experiences with us



Aggie

Supported via
Social Prescribing

My Social Prescriber gave me a sense of being, I felt more present in my life.

[Read Aggie's story.](#)



Naseema

Encouraging a love of walking in her community

If anyone is thinking of starting a group I would always say to just give it a go and see where it leads!

[Read Naseema's story.](#)



Ishan

Supporting his community with safer travel

The support from the Centre's Investec Beyond Business Programme was fabulous and has helped my charity grow.

[Read Ishan's story.](#)



Arfa

Developing confidence through participation

I am very happy in the Centre and I am quite confident when I'm here. I have made some very good friends.

[Read Arfa's story.](#)



We offer a safe place and space for our community to thrive

Our events bring people together

Throughout the year we invited community members to share their experiences, learn new information and get to know each other. We hosted a variety of events including: the Summer Festival of Wellbeing; a Pride celebration; Social Care Chinese New Year celebration; and Fuel Poverty Awareness Day. These events provide a vital space for our community to build connections and try new and interesting activities.

Our Black History Month celebrations were organised by a community member with exhibitions, workshops and coffee mornings. A new community group WAFY (We Ain't Finished Yet) now offers a dedicated space for Black Women at the Centre following the success of these celebrations.

31
events

1,390
attendances
at events

2,746
drop-in
sessions

35
open access
groups

10,306
group
attendances

“Fantastic, non-judgemental, equal men’s group. Warm hearts and not embarrassed to speak up about help.”

A Men’s Cave group member



Members of our ESOL programme at a Learners Celebration picnic they organised in Bob’s Park.

We offer space for community groups and activities

We offer our community a safe space where they can come together, meet new people and access a joined-up network of activities. Strong relationships lie at the core of our model and our impact. Our Welcome Hub is often the space where these relationships are forged and developed – for many it is their first point of contact, a gateway into our services and community. It is an open door for people to find information, access Food and Fuel Vouchers and receive onward referrals to other services. It is the corner stone of our support and vitally needs ongoing and sustainable funding.

Each of our groups and activities are integrated to ensure that an individual can seamlessly move through the Centre. Many are co-produced with and led by community members. We have assisted residents to apply and manage grants up to £1000, fostering 8 community-led groups including a Men's Pottery Group, a Heritage Walking Group and a Sewing Group.



Community members at our Aberfeldy Big Local engagement event.

We have expanded our reach across the borough

In April we became the Locally Trusted Organisation (LTO) for the Aberfeldy Big Local (ABL) - we now manage the Aberfeldy Big Local Partnership. This is a way for local people to provide recommendations to improve the Aberfeldy area. An ABL engagement day raised awareness of the space and our programme delivery at the Centre. We gathered feedback about what residents would like to see in the ABL space over the following 18 months, ranging from more children's activities to having ESOL classes.



Social Prescriber speaking with a community member.

“My [Mental Health support worker] is absolutely fabulous. She lets me take things at my own pace with no pressure or expectations.” A Social Prescribing Client

9,037
1 to 1 sessions

4,091
onward referrals/
signposts

3,147
appointments

We offer integrated and holistic support

Tailored support to navigate complex personal situations

As the birthplace of Social Prescribing we have almost 30 years experience in developing and delivering our service. Since November 2023 we have been working with East London Cardiovascular Prevention (ELoPe) group to bring social prescribing to Barts Health patients across Tower Hamlets, Newham and Hackney. We screen for social deprivation and identify people navigating Cardiovascular Secondary Care with additional social, economic and environmental needs. The service aims to describe the prevalence and severity of social deprivation for patients with cardiovascular disease, trial two methods for support and monitor the outcomes of patients on completion of the pathway.

Our specialist Mental Health Team plays a key role in supporting people on their mental health recovery journey. Unlike shorter-term generalist social prescribing interventions, we build lasting relationships with people because consistent presence enables support to be adapted, coping strategies to be built, and resilience increased. Long-term engagement is particularly vital for individuals facing serious mental health challenges, it promotes continued development and encourages a steady journey towards recovery.

Proactive and timely integrated advice

Through the collaboration of our Integrated Advice and Social Prescribing Teams, our Social Prescribing Advice Link Worker provides essential 1:1 support to individuals facing challenges around social welfare, including housing and financial difficulties. We also delivered our first group sessions to equip people with the tools to understand and navigate the welfare system.



An Advisor talking through advice literature with a community member.

Our Advice Team tailors their support to each individual and to the collective problems being faced by our community. We offer 1:1 energy support, including accessing grants and negotiating payment plans and 2-hour community workshops. Many of our Advisors speak community languages, further breaking down barriers to support.

<p>£3,013,742 of Welfare Benefits secured</p>	<p>£179,774 of Fuel Vouchers distributed</p>	<p>898 advice workshop attendees</p>	<p>1,912 energy concerns addressed</p>
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“I learnt to get confidence in dealing with issues myself and I learned how to save on energy bills, like what to turn off or use less of to save money.”

Energy Advice Client

We are placing Generalist Advisors within GP practices to provide a direct pathway for people to receive vital social welfare support, ensuring that these concerns are addressed as part of a holistic approach to health and wellbeing - increasing the accessibility of our service.

Through the Tower Hamlets Connect project patients can also now book appointments for advice through their GPs. This initiative supports staff from GPs to address the social determinants of health by referring patients directly to one of our dedicated advisors and booking them in for a 1:1 session within the practice itself.

Food and nutrition based services

With continuing high levels of food insecurity we have introduced several Centre-wide programmes to address the barriers to good nutrition and foster healthy eating habits. This service has been a particular focus at the Centre this year.



Food Pantry Volunteers

We partner with organisations across Tower Hamlets to address food insecurity. Working with Alexander Rose Charity we co-hosted the Levelling Up Team and the Food, Diet and Obesity Committee to showcase the Fruit and Veg on Prescription project and its benefits to the diet and health of our community.

4 programmes

411 people engaged

21,098 Food Vouchers distributed

50% mental health improvement¹¹

Key food and nutrition programmes

- Healthy Eating Workshops - open groups focused on budgeting and cooking skills.
- Cook & Company Sessions - weekly social interaction and skill development for individuals with learning difficulties and disabilities, physical disabilities, dementia and mental ill health.
- Food Pantry - offers low cost, nutritious food and essential items for older members of the community (60+).
- Fruit and Veg on Prescription - people with financial and health barriers are referred to nutrition support and receive weekly vouchers for fresh food. In partnership with Alexander Rose Charity.

Empowerment through capacity and asset development

Through groups, trips and 1:1 sessions our Social Care Team works with adults with learning and physical disabilities and mental health challenges to encourage and enable community inclusion and skills development. Many of those accessing our social care service are also pivotal members of community groups and volunteers in our food pantry, Welcome Hub and garden.

Our Resident Artists collaborate with the people who access our social care services to develop creative skills. In January they showcased their artwork and the stories behind them at The Brady Centre Art Gallery in an exhibition called 'This is Us'. Through the creative support of our art classes one lady has started her own handmade jewellery stall.

3,272
Social Care
attendances



“The gardening terrace is our own special place where we can make friends and learn new things about plants.

Member of our Gardening Group reflecting on their experience.

A Pride Celebration Event organised by one of our Social Care participants and a highly active member of the Centre.

We support people to build their knowledge and skills

ESOL classes are vital for our community

Over a quarter of adults in Bromley by Bow do not have English as a main language so our classes focus on the practical things they need to thrive. From pre-entry Level to Level 2 courses we support people to access health, social and economic spaces.



ESOL Boost class engaging in a social mixing session for community building.

Training, qualifications and employment achieved

We have continued supporting people with long-term illnesses and those furthest away from the job market through 1:1 support with CV writing, drop-in sessions, and support accessing the creative industry.

Employment is key for the wellbeing of our community but it is also deeply entwined with other social determinants of health, which may act as barriers both for our community and our access to funding.

Our Energy Champions and Ambassadors support their community with workshops and information about energy efficiency. Many have completed the Level 1 OCN accredited fuel poverty course giving them further knowledge to support themselves and their social networks.

“The Centre enabled me to apply my learnings to the challenging situations in my life. I am in the process of regaining my strength and look forward to getting on with my allotment.”

A member of our Healthy Lifestyles group which supports personal management of long term health conditions.

**39
ESOL exams
passed**

**209
unique
people
supported**

**6,533
hours of
workshops
attended**

**108
volunteers**

**1,852
volunteer
hours**

Our community is teeming with entrepreneurship



Investec Beyond Business has proven to be incredibly beneficial... primarily due to the valuable support and encouragement provided by the Bromley by Bow Centre and Investec staff.

Testimony from Black Women in Real Estate

Our Investec Beyond Business programme continues to be highly successful. The programme provides new social entrepreneurs with seed funding and expert advice. We have continued to cultivate strong relationships with the successful entrepreneurs, for example we have connected Travel Hands to other local health and wellbeing providers as well as our partner organisation, Bromley by Bow Health.

Meet the Dragon's Den winners

[Travel Hands](#)

Matching visually impaired people with volunteers to make travel safer and more accessible.

[Hackney School of Food](#)

Teaching people of all ages how to create tasty, nutritious meals from scratch.

[Black Women in Real Estate](#)

Enabling Black Women to be seen, heard and grow in the Real Estate industry.

[WAX Atelier](#)

A studio specialising in handcrafting sustainable wax products and beeswax candles.

[Wild Mosaic](#)

Be a rewilder without owning land by sponsoring a 3x3m plot.

[Spiritwood](#)

Carpentry and construction skills building for people facing barriers to employment.

Seeing an increased need in our community for earlier enterprise support we started our UKSPF Life Science: Incubation and Mentoring programme. We equip 12 early-stage women social entrepreneurs with the tools, knowledge and support to make a meaningful impact on public health, through regular 1:1 sessions and group workshops with volunteers from JP Morgan - 4 of these women are also volunteer group leads at the Centre. The Small Business Research and Entrepreneurship Centre of the City of London has offered free membership to all our enterprise participants.

Beyond Bromley by Bow

We work with local, national and international organisations to share our knowledge, experience and expertise

Our knowledge and expertise is regularly sought out by other organisations to address challenges being faced by our health and social care system today. We hosted international visits from Singapore, Denmark, the Netherlands and Canada. We have representatives of each of our key teams supporting other local and national initiatives:

- Our Advice Link Worker delivers workshops to medical and non-medical teams in the Primary Care Network.
- Our Social Prescribing Team contributed significantly to the Social Prescribing Link Worker Induction Guide.
- Our Enterprise Team is developing a relationship with LSE Generate, with a senior member of the LSE Generate team participating in our Investec Beyond Business programme.
- Our Social Care Team regularly hosts Tea & Talk sessions with local Social Workers.
- We have hosted a range of collaborative events, including with the ActEarly Consortium and British Gas Energy Trust.

**76
partnerships**

**20
steering
groups or
networks**

**35
Visits**

**500
visitors**

**5
research
collaborations**

**2
evaluation
reports**



Collaborating with the Architecture of Pharmacies Project, we hosted the 'Counter Culture' exhibition - exploring the future of pharmacy spaces and how our Centre and Social Prescribing model can shape them.

C Structure, Governance and Management



The Bromley by Bow Centre is a registered charity (number 1041653) and is constituted as a registered company 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 this year at the Annual General Meeting held on 8 July 2024 at the Centre.

Public Benefit and Objects

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.”

We have referred to the Charity Commission’s guidance on Public Benefit (PB1) and concluded that the stated objects and the activities of the Centre are beneficial in a way that is identifiable and are of benefit to a sufficient section of the public. This Annual Report explains how the Centre has carried out the charity’s objects in accordance with the guidance on reporting (PB3).

Trustees and their responsibilities

The governing body is the Board of Trustees (“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.

The Board met in person and/or via Teams seven times this year. Members of the Senior Leadership Team, including the CEO, Joint Heads of Delivery and Impact, Head of People and Culture, Head of Income Generation and Marketing and the Head of Finance are generally invited to attend Board meetings as well as the Annual General Meeting.

The Board comprises a minimum of six and maximum of 15 Trustees. During this year, the Centre has had 8 members of the Board – 4 Ordinary Trustees and 4 Nominated Trustees. In the context of the Board’s endeavour to add new Trustees to ensure it has sufficient depth and Ordinary Trustees remain more comfortably in the majority, and following an open trustee recruitment process being undertaken, we were pleased to welcome Naznin Chowdhury as our newest Trustee. Naznin attended the last three board meetings of the year as an observer and was confirmed in her role in July 2024.

Trustees generally serve an initial term of three years and can be elected for a maximum of 12 years. However, at a Special General Meeting, held at the Centre on 8 July 2024, the following resolution was passed:

“An Ordinary Member of the Board, other than one of the first Ordinary Members of the Board, shall remain in office for three years and shall subsequently be subject to retirement by rotation, but shall be eligible for re-election unless at the date of the relevant Annual General Meeting the Ordinary Member of the Board has held office for four consecutive periods of three years, save that the members may agree to extend, subject to re-election in accordance with these Articles, the term of office of an Ordinary Member of the Board for a fifth consecutive period of three years by way of Special Resolution duly passed in accordance with section 283 of the Act and these Articles, in either case the Ordinary Member of the Board shall retire but shall become eligible for re-election at the third Annual General Meeting following his or her retirement.”

Following the adoption of this resolution, by exception, Trustees can now be re-elected for a fifth term.

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
- 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



A member of our HKBNO Group practicing calligraphy

Trustee Training

A structured induction programme has been in place for new Trustees supplemented by ad hoc support from the Chair, other Trustees and Senior Executives as required, with external training opportunities provided if appropriate.

Individual Trustees have chosen to engage more with individual executive areas: for instance Obafemi Shokoya is the board representative on the Equity, Diversity and Inclusion group; Simon Bevan and Rachel Smith are particularly engaged in our income generation efforts.

Trustees are invited to our monthly all-staff Centre Forums, where SLT and staff share updates in an informal setting.

During the annual Board Strategy session, Delivery and Impact Managers shared the main achievements and challenges for their respective areas and answered questions from Trustees.

Trustee Biographies

Simon Bevan is non-executive Director of Unifrutti Group, a Trustee of The Churchill Fellowship and Head of Partner Matters at Grant Thornton UK LLP. Simon is a qualified coach and has over three decades' experience of auditing, and working with the stakeholders of, successful high growth businesses, especially in the professional services sector. He has been a partner and held senior leadership and governance roles in two large accounting firms and therefore brings finance, leadership and governance experience to his role with the Board. Simon became a Trustee on 30 November 2011 and was Treasurer until becoming Interim Chair in August 2022. Simon then stepped down from his role on the Centre's Board Effectiveness and Nomination Sub-Committee but remains a member of the Finance Sub-Committee.

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 and chairs the Board's Property Sub-Committee.

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. 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. Mike is also a member of the Board's Property Sub-Committee.

Dr Savitha Pushparajah is a GP Partner in Bromley by Bow Health, which has a close working relationship with the Centre and operates three GP surgeries and a Walk-in Centre in Tower Hamlets. She has 16 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. She is the Safeguarding Lead on the Board as well as a member of the Board Effectiveness and Nomination Sub-Committee and the Finance Sub-Committee.

Obafemi Shokoya has been a trustee since December 2018. The East End of London is firmly in his blood and he is passionate about the challenges and the potential of local people. Raised in Newham, Obafemi is a proud child of African immigrants and his family remains local. For his career, he trained as a hospital pharmacist and worked in the NHS for 20 years, the latter ten years as a chief pharmacist specialising in transformative change in Croydon, East Kent and Barts Hospitals. In 2018, he started his own healthcare leadership consultancy. Through his involvement with INSEAD, the international business school that promotes equality, diversity and inclusion, Obafemi was introduced to the Centre and was amazed by what he experienced. It wasn't long before he agreed to join the Trustee Board. Obafemi is the Board's representative on the Centre's Equity, Diversity and Inclusion Group and also a member of the Board Effectiveness and Nomination Sub-Committee.

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 and Vice Chair in March 2018. He held that post until he was appointed Treasurer in September 2022. Until then he was the Chair of the Board Effectiveness and Nomination Sub-Committee; he is now no longer chair but still a member of that committee. He chairs the Finance Sub-Committee and is also a member of the Property Sub-Committee.

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 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. Since September 2022 Rachel chairs the Chair of the Board Effectiveness and Nomination Sub-Committee

Abdul Mannan grew up in Bromley by Bow and has gone on to make many contributions to the area both professionally and as a volunteer. Currently a Tower Hamlets councillor in Bromley by Bow and Chair of Housing and Regeneration, Abdul also runs his own college and exam centre for ICQ and NCFE boards. During the pandemic, he became a member of the Island Network in Docklands, helping to pack and distribute over 55,000 food parcels. The group’s work has been recognised by Canary Wharf Group and DLR who carry their name plate on their trains.

Naznin Chowdhury (formally co-opted in July 2024) has over a decade of experience on urban regeneration policy and projects, including positions in central and local government. She specialises in planning and regulatory matters as they affect economic development in diverse inner-city economies. She has delivered regeneration projects utilising Government investment including: Single Regeneration Budget, New Deal for Communities, Levelling Up, Towns Fund, and UK Shared Prosperity Fund. Naznin has a Masters in European Studies from Kings College London, and a Masters in Urban Regeneration & Planning from London South Bank University. Having grown up on the Aylesbury Estate in South London (where she was previously a trustee of Creation Trust), she is acutely aware of how the lack of opportunity and empowerment can impact life chances.

Trustees during the period

	Board Sub-Committees		
	Finance	Property	Board Effectiveness
Simon Bevan	Member		
Paul Brickell		Chair	
Michael Gould		Member	
Abdul Mannan			
Savitha Pushparajah	Member		Member
Obafemi Shokoya			Member
David Smeed	Chair	Member	Member
Rachel Smith			Chair

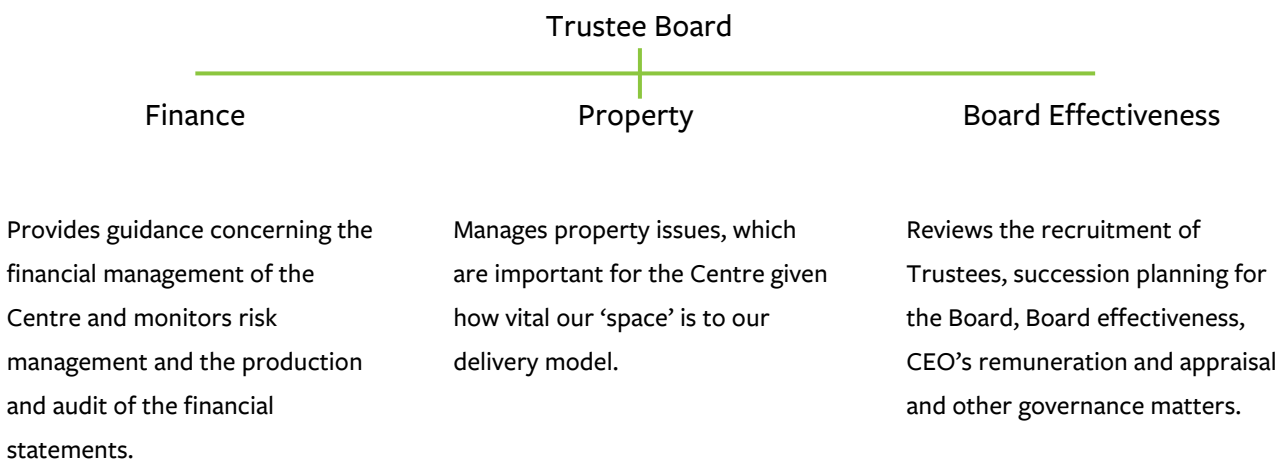
The Board is committed to further deepen the diversity within our Governance Structure.

During this year, the Board was comprised of eight Trustees and included two female members; three members from Black, Asian and Minority Ethnic groups and three members with strong connections with the local community. Following Naznin’s appointment, out of nine trustees, three are female and four members from Black and Minority Ethnic Groups and four have strong connections to the local community.

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 SLT members. In order to ensure there is a consistency of approach across the Sub-Committees, the Treasurer attends all the meetings.



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 Elly De Decker, the Chief Executive, who reports directly to the Board. Elly leads the Senior Leadership Team comprised of Shanara Begum and Ruth Roberts (Joint Heads of Delivery and Impact), Laura Carreira (Head of People and Culture (maternity leave from February 2024)), Hannah Pearce (Head of Income Generation and Marketing (appointed in May 2024)) and Melania Uzila (Head of Finance and Operations, left the organisation in January 2024) / John Axon (Interim Head of Finance, appointed in January 2024) / Hardish Bajwa (Head of Finance, appointed in July 2024).

The Board has established appropriate controls and reporting mechanisms to ensure that the SLT operates within the scope of the powers delegated to it. The Board has determined Reserved Powers (as listed on page 24) 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 SLT are not directors for the purposes of company law.

Income Generation Strategy

The primary aim of the charity's income generation strategy remains to maximise income generation in support of its purpose. This ensures the Centre can continue to make the difference we set out to make for the local community, develop its services to respond to community want and needs more effectively, become increasingly financially resilient and build unrestricted reserves.

The income generation 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, restricted income reduced somewhat to £1,739K (£1,840K in 2023). Total unrestricted income reduced to £831K versus £3,505K in 2023. However, £2,668K of the unrestricted income raised in the previous year was profit from the sale of property asset, therefore, the £831K of unrestricted income raised this year, versus the £837K raised last year, represents a solid result given the loss of some income streams due to the sale of the HC as well as the continued challenges in the funding environment.

The three most significant amounts of funding this year came from the British Gas Energy Trust, the Primary Care Network 6 and the London Borough of Tower Hamlets.

We continue to expand our trading income, focusing on the continued national and international interest to learn about the Bromley by Bow Model, but also a growing interest from other organisations to use our space.

Expenditure on raising funds was £269k (£521k in 2023 – the difference stems from cost savings due to restructure and vacancies)

A list of our supporters can be found on Page 74 of this report.

Forward plans

Consistent with the last few years, given the continued pressure across the funding landscape, we unfortunately need to be realistic in terms of the levels of growth in total income and income from donations we will be able to achieve. Statutory income, including from both local authority and health bodies, is still an important proportion of our total income but remains under pressure while competition for other types of income is severe. Our aim continues to be to diversify our funding by attracting new funders and donors and we look to at least maintain our current level of activity in all the main service delivery priority areas.

Within the area of philanthropy and unrestricted income, we are focusing on the considerable networks of senior leaders from across sectors who are already aligned with the Centre's work. We are also driving our approach with corporate businesses and developing new relationships that can provide long-term support year on year.

Framework of good practice

We continue to be 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 Centre's own internal policies.

The Income Generation and Marketing 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 [and supporters] 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.

People and Culture Strategy

Constant pressure on capacity due to constraints in our resources, combined with continued growth in demand for our services due to the significant challenges still faced by our community, continue to put significant stress on our dedicated staff team. As such our focus has been on how we support and develop our staff, prioritising employee engagement and a continued commitment to being truly inclusive in the way we work. Some of our successes in the People and Culture team for this year include:

- Two successful All-Staff Away Days – these have strengthened our collective understanding of what matters to us, what our purpose is, and our future plans as well as further integrating our service delivery teams and providing more quality time together as a Centre wide team.
- Continued work on our Equity Diversity and Inclusivity approach – further expansion of the EDI Working Group, greater engagement by the Board of Trustees, and a renewed and clear focus on accessibility and staff wellbeing.
- Improved internal communications – embedding of Microsoft Teams and increased engagement at monthly All Staff Centre Forums (scheduled on a different day to better meet staff needs).
- More opportunity for time together – increased focus on social time with staff including celebrations for Eid, Christmas, and our 40th Anniversary Celebration but also the creation of additional spaces in the Centre for staff to gather informally.

- Embedding a clearer approach to setting objectives and managing performance:
 - Clear objective setting and monitoring process
 - Having quarterly performance conversations

In the next financial year, we will in focus on:

- Further developing an internal culture build on trust and transparency
- Increasing volunteer support at the Centre.
- Review our approach to compensation and benefits:
 - Reviewing job bandings to allow room for progression.
 - Reviewing our approach to recognition (formally and informally).
 - Improving our wellbeing benefits (reviewing EAP, OH and flexible working).

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. Salaries for new roles are benchmarked using a consistent job evaluation approach with existing roles. We are a London Living Wage employer.

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

Related Parties

The Centre has traditionally had a number of strong relationships with various organisations. Those relationships continue to be at the core of the Bromley by Bow model. Those considered as related parties are Bromley by Bow Health (BBBH), the London Borough of Tower Hamlets (LBTH), Poplar HARCA, and the United Reformed Church (URC), as the four organisations that nominate a representative as a Trustee. The income received during the year from these parties is disclosed in note 10 to the Accounts and the loan balances and facilities in notes 15 and 17.

We work closely with BBBH to provide better health and wellbeing outcomes for the local community. We obtain funding from LBTH to deliver services, including some which are the subject of competitive tendering processes. Many of the services that we deliver provide a direct benefit to the residents living in properties managed by Poplar HARCA. We support the local congregation of the URC and maintain the church building for use by the Centre and the community.

D Principal Risks and Uncertainties



Aggie's Ultimate delicious BANANA BREAD
Banana Bread Muffins
Veg oil walnuts
Sugar Mixed fruit
AP flour
Salt baking soda



60%
OF FOOD WASTE COMES FROM OUR UK HOMES

18 MILLION
TONNES OF CO2 ARE GENERATED BY UK HOMES FROM THE WASTED CONSUMABLE FOOD AND DRINK

8 MEALS
COULD BE SAVED EACH WEEK IF WE STOPPED BINNING OUR FOOD AT HOME





Aggie's Ultimate delicious BANANA BREAD
Mixed fruit
AP flour
Sugar
baking
Salt
Walnuts
Green




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 monthly basis by the SLT who reports into the Finance Sub-committee and then the full board on a quarterly basis.

The severity of a risk is assessed in two ways:

-  Risk Impact - based on the perceived severity of an occurrence.
-  Risk Likelihood - based on the probability of occurrence taking into account 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.
-  Risks where the implementation of mitigating actions have fallen behind schedule.

Key Risks

The Risk Register was last reviewed in November 2024. The last risk register identified ten key risks.

The main themes after mitigation that the Board is currently focusing on are listed below, alongside a summary of how likely it is that the risk will crystallise, in what timeframe this might happen, the potential impact, our plans for managing these risks, and recent changes in the risk profile.

-  Safeguarding and Health and Safety – the challenges faced by our local community combined with the constant resource pressures we face mean that a constant focus on Health and Safety is required to ensure we keep our clients, members of public, staff and volunteers safe from physical and/or mental harm. The profile of this risk has stayed at a steady but significant level. To mitigate this risk we will continue to provide regular Safeguarding training, are regularly reviewing our Health and Safety and Safeguarding policy and regularly review our procedures. We have also undergone a Health and Safety Review, have installed CCTV, have updated our emergency software and provide space in our regular staff meetings for conversations on the topic.

-  Income – through the Charity our Income remains under pressure. From a risk perspective, the main consideration is the impact on our bottom-line and our longer-term sustainability. In particular:
 -  Unrestricted Income - levels of unrestricted income do not allow unfundable needs to be met or core costs to be covered. Over the next three years, it is possible that the targets for unrestricted income will not be met and the impact would be a direct reduction in charity funds. Activities to manage the risk include an increase in capacity in the Income Generation Team, regular meetings involving relevant trustees, the CEO and members of the Income Generation Team to review the delivery of the Income Generation Strategy and the reporting of progress at Finance Sub Committee and Board meetings.
 -  Service Delivery margins - margins from service delivery contracts do not cover the required level of overhead absorption. Over the next three years, it is highly likely that some contracts will be entered into with a lower rate of overhead absorption than required due to stringent funder restrictions. The impact would be to place a greater reliance on unrestricted and trading income to cover overheads. Activities to manage the risk include clear governance around the entry into new contracts and dialogue with funders during contract negotiations.
-  Staff - Staff and volunteers do not have the right capacity/capabilities relative to their roles. Within the next year, this is likely to be the case as the level of staff turnover is expected to remain challenging and the recruitment landscape difficult, in line with external trends. The impact would be on the level of experience of staff members, potentially impacting service delivery quality. Activities to manage the risk include a continued focus on the implementation of the People and Culture Strategy and a continued focus on staff wellbeing (see page 32).
-  Infrastructure – there is a need to ensure that our basic infrastructure (IT and premises) remains fit for purpose. Without continued investment there is a real possibility that either or both start preventing us from delivering our model in the way we need/want to. We have started the implementation of a 2-year roadmap of investment in our IT infrastructure to bring our IT infrastructure back to where it needs to be. We are also upgrading our physical infrastructure inline with our financial constraints.

E Review of Financial Position



The Centre's business model

The Centre derives its income from a number of sources. Almost all our restricted income comes from our service delivery and the different programmes we offer (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 trading revenue derived from its property assets.

Results for the year

Total income decreased by 52% (66% increase in 2023, mainly due to the income generated from the sale of the asset) to £2,570k (£5,345k in 2023, including £2,668k profit from the disposal of a property asset). Like-for-like, the income dropped by 4%. Income from charitable activities fell 10% mainly due to the loss of income to deliver Learning and Employability programmes.

Income from donations and legacies stayed relatively stable (72% decrease in 2023) at £445k (£451k in 2023).

Expenditure decreased by 22% (4% decrease in 2023) from the previous year to £2,838k (£3,648k in 2023).

Overall, the total deficit for the year was £268k (£1,697k surplus in 2023, mainly due to the profit on the sale of the asset – the like-for-like operational deficit in 2023 was £571k).

As a consequence of this net current liabilities decreased from a £1,167k to £815k.

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

Nature	Source	2023-24	2022-23	2021-22	2020-21	2019-20
Restricted	Statutory	38%	22%	54%	41%	36%
	Corporate	20%	8%	12%	11%	16%
	Housing Associations and Social Landlords	9%	5%			
	Trusts	1%	0%	4%	15%	11%
	Total	68%	35%	73%	69%	65%
Unrestricted	Income from hire of space	11%	5%	10%	8%	11%
	Other activities	21%	60%	17%	23%	24%
	Total	32%	65%	27%	31%	35%






Reserves

At 30 June 2024, the charity's unrestricted funds were in surplus by £2,368k (2023: £2,636k) of which £1,628k (2023: £1,694k) represents the Centre's fixed assets. Restricted funds at 30 June 2024 stood at zero (2023: zero). Total reserves decreased to £2,368k (2023: £2,636k), represented by tangible assets with a net book value of £1,628k (2023: £1,694k) but also cash in the bank and at hand (£1,538k in 2024 versus £2,124k in 2023).

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. This year, the Board retained its the Reserves policy 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 2024 were in surplus by £815k (2023: £1,167k in surplus) and can be seen in note 19.

Trustees and management have sought to position the Centre on a path towards sustainability.

Key targets are:

-  Growth in Service Delivery income based on existing contracts and securing new bids.
-  Further growth in unrestricted income, including from philanthropic sources and trading income.
-  Ongoing improvements in margins on service delivery contracts.
-  Tight monitoring of all expenditure where these do not have a direct impact on the delivery of high quality outcomes for our clients.
-  Adopting a more flexible delivery model and reduce costs, mostly in support functions.

Cash and Cash Flow

Cash, which we continued to manage tightly this year, has decreased by 28% to £1,538k (2023: £2,124k) as at 30 June 2024. As some of the charity's income is received in large, irregular amounts, the funds held by the charity do fluctuate during the year, hence on-going need to the monitor cash carefully, especially given our aim to optimise interest income.

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

The Board has considered the cash flow forecast to January 2026. This shows that the charity can pay creditors when amounts fall due without recourse to new funding.

The Board has reviewed the uncertainties surrounding the cash flow forecast, notably the generation of unrestricted income, but judge that these are not material given the surplus generated by the sale of the asset. As such, the trustees consider that there are no material uncertainties for the charity to be a going concern.



Two community members at our Summer Festival of Wellbeing.



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, including the strategic 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.
- 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 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 10th January 2025 and signed on their behalf by



Simon Bevan
Chair



The community health and wellbeing stall at our Summer of Wellbeing Festival.

Independent Auditors Report




To the members of Bromley by Bow
Centre

For the year ended 30 June 2024

Opinion

We have audited the financial statements of Bromley by Bow Centre (the ‘charitable company’) for the year ended 30 June 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

-  Give a true and fair view of the state of the charitable company’s affairs as at 30 June 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended.
-  Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
-  Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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



Other information

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

We have nothing to report in this regard.




Opinions on other matters prescribed by the Companies Act 2006



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

-  The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
-  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; or
-  The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

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.

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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)

Date: 10th January 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

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

	Note	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
Income from:							
Donations and legacies	2	445	-	445	451	-	451
Charitable activities	3						
Employability, Enterprise and Learning		11	247	258	11	438	449
Community, Health and Well-being		-	481	481	-	501	501
Community Inclusion		-	278	278	-	298	298
Integrated Advice		-	733	733	-	582	582
Insights		-	-	-	98	21	119
		11	1,739	1,750	109	1,840	1,949
Other trading activities	4	299	-	299	271	-	271
Investment activities		76	-	76	6	-	6
Total income before profit from disposal of asset		831	1,739	2,570	837	1,840	2,677
Profit from disposal of asset	5	-	-	-	2,668	-	2,668
Total income		831	1,739	2,570	3,505	1,840	5,345
Expenditure on:							
Raising funds		269	-	269	512	-	512
Charitable activities							
Employability, Enterprise and Learning		-	357	357	25	732	757
Community, Health and Well-being		-	850	850	-	706	706
Community Inclusion		-	289	289	-	451	451
Integrated Advice		-	909	909	-	918	918
Insights		-	-	-	106	21	127
		-	2,405	2,405	131	2,828	2,959
Other trading activities		164	-	164	177	-	177
Total expenditure	6	433	2,405	2,838	820	2,828	3,648
Net Income/expenditure for the year	7	398	(666)	(268)	2,685	(988)	1,697
Transfers between funds	20	(666)	666	-	(988)	988	-
Net movement in funds	20	(268)	-	(268)	1,697	-	1,697
Reconciliation of funds:							
Total funds brought forward		2,636	-	2,636	939	-	939
Total funds carried forward		2,368	-	2,368	2,636	-	2,636

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

Balance sheet

As at 30 June 2024

	Note	£'000	2024 £'000	£'000	2023 £'000
Fixed assets					
Tangible assets	12		<u>1,628</u>	<u>1,694</u>	1,694
			1,628		1,694
Current assets					
Debtors	14	648		381	
Cash at bank and in hand		<u>1,538</u>		<u>2,124</u>	
		2,186		2,505	
Liabilities					
Creditors: amounts falling due within one year	15	(1,371)		(1,338)	
Net current assets			815		1,167
Total assets less current liabilities			<u>2,443</u>	<u>2,861</u>	
Creditors: amounts falling due after one year	17		(75)		(225)
Total net assets			<u><u>2,368</u></u>	<u><u>- 2,636</u></u>	
The funds of the charity:	20				
Restricted income funds			-		
Unrestricted income funds:					
Designated funds		13		13	
General funds		<u>2,355</u>		<u>2,623</u>	
Total unrestricted funds			<u>2,368</u>		<u>2,636</u>
Total charity funds			<u><u>2,368</u></u>	<u><u>2,636</u></u>	

Approved by the trustees on Friday 10th January and signed on their behalf by



Simon Bevan

Chair

Cash Flow

As at 30 June 2024

	£'000	2024 £'000	£'000	2023 £'000
Net income/(expenditure) for the reporting period (as per the statement of financial activities)		(268)		1,697
Depreciation charges		86		95
Fixed assets purchased		(20)		(36)
Fixed assets disposed		-		721
Profit from disposal of asset		-		(3,420)
Interest paid		9		25
Decrease in debtors		(267)		37
Increase/(decrease) in creditors		108		(258)
Net cash provided by / (used in) operating activities		<u>(352)</u>		<u>(1,139)</u>
Cash flows from investing activities:				
Interest paid	(9)		(25)	
Net cash provided by / (used in) investing activities		(9)		(25)
Cash flows from financing activities:				
Profit from disposal of asset	-		3,420	
AVIVA loan	-		(406)	
Resilience & Recovery Loan Fund	-		(360)	
Bromley By Bow Health Partnership	(75)			
United Reform Church	(150)		(75)	
Net cash provided by / (used in) financing activities		<u>(225)</u>		<u>2,579</u>
Change in cash and cash equivalents in the year		(586)		1,415
Cash and cash equivalents at the beginning of the year		2,124		709
Cash and cash equivalents at the end of the year		<u><u>1,538</u></u>		<u><u>2,124</u></u>



Community members at a panel during our Food and the Future event run in collaboration with the ActEarly research consortium

Notes to the Financial Statements

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.

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.

C) Public benefit entity

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

D) Going concern

There was a net movement in funds deficit for the year of £268k. At the balance sheet date, the charity had bank balances totalling £1,538k and net current assets of £815k.

The Board has considered the cash flow forecast to January 2025. This shows that, based on reasonable estimates of inflows, the charity can pay trade creditors and loan payments when amounts fall due without recourse to new funding.

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.

1 Accounting policies (continued)

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.

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.

1 Accounting policies (continued)

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

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

	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
Donations	445	-	445	451	-	451
	445	-	445	451	-	451

3 Income from charitable activities

Total funding from Government sources is £0.7M (2023: £0.9M).

	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
<u>Employability, Enterprise and Learning</u>						
ESOL New City College	-	13	13	-	93	93
GLA London Youth Fund	-	-	-	-	42	42
Ingeus Central London Works	-	11	11	-	69	69
Investec	-	112	112	-	89	89
LCF Creative Communities	-	19	19	-	82	82
Others	11	92	103	11	63	74
	11	247	258	11	438	449
<u>Community, Health and Well-being</u>						
Barts Social Prescribing	-	32	32	-	-	-
Cost of Living Fund	-	36	36	-	-	-
ELFT	-	90	90	-	137	137
Lottery Community Fund	-	122	122	-	125	125
Social Prescribing	-	152	152	-	157	157
Others	-	49	49	-	82	82
	-	481	481	-	501	501
<u>Community Inclusion</u>						
Bow Foodbank	-	-	-	-	30	30
Heat Hub	-	-	-	-	50	50
Network - Population Health	-	10	10	-	55	55
Social Care	-	170	170	-	121	121
Space to Connect	-	25	25	-	-	-
Sports Funding - Coaches	-	33	33	-	-	-
Welcome Hub (formerly Connection Zone)	-	22	22	-	35	35
Others	-	18	18	-	7	7
	-	278	278	-	298	298

3 Income from charitable activities (continued)

Integrated Advice

BGET - More Energy	-	47	47	-	41	41
BGET Energise	-	261	261	-	174	174
Eastend Homes	-	64	64	-	64	64
Energy Redress - East End Energy Fit 2	-	-	-	-	156	156
Energy Redress (Empower You Too)	-	-	-	-	15	15
LBTH/Age UK - IAA	-	31	31	-	29	29
LCF Advice & Information	-	17	17	-	52	52
Life After Debt	-	92	92	-	-	-
People Powered	-	155	155	-	-	-
Power Bank	-	27	27	-	-	-
Others	-	39	39	-	51	51
	-	733	733	-	582	582

Insights

Consultancy	-	-	-	24	-	24
Regional Facilitator	-	-	-	-	21	21
Research, Evaluation and Training	-	-	-	57	-	57
Tours	-	-	-	17	-	17
	-	-	-	98	21	119
	11	1,739	1,750	109	1,840	1,949

4 Other trading income

	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
Rent and service charge income	216	-	216	271	-	271
Other Trading Income	83	-	83	-	-	-
	299	-	299	271	-	271

5 Profit from disposal of asset

	Unrestricted £'000	Restricted £'000	2,024 Total £'000	Unrestricted £'000	Restricted £'000	2,023 Total £'000
Sale of Asset	-	-	-	3,420	-	3,420
Less: costs of sale of asset						
NBV of asset	-	-	-	722	-	722
Legal advice for Trustees (Russell Cooke)	-	-	-	1	-	1
Aviva Legal Fees	-	-	-	2	-	2
Aviva Early Redemption Fee	-	-	-	27	-	27
	-	-	-	752	-	752
Net profit from sale	-	-	-	2,668	-	2,668

6a Analysis of expenditure (current year)

	Raising funds £'000	Employability, Enterprise, & Learning £'000	Community, Health & Wellbeing £'000	Community Inclusion £'000	Integrated Advice £'000	Insights £'000	Trading activities £'000	Gross Governance costs £'000	Other Support costs £'000	2024 Total £'000	2023 Total £'000
Staff costs	130	215	462	134	506	-	75	-	571	2,093	2,669
Service delivery costs	40	(22)	37	53	19	-	-	-	-	127	373
Centre delivery costs											
Facilities, Property, Health and Safety	-	-	-	-	-	-	32	-	124	156	158
Finance and Accounting	-	-	-	-	-	-	-	25	145	170	174
General Management, Other	-	-	-	-	-	-	-	-	116	116	147
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	-	122	122	77
Impact Management	-	-	-	-	-	-	-	-	4	4	-
Information and Communications	-	-	-	-	-	-	-	-	49	49	50
	170	193	499	187	525	-	107	25	1,131	2,837	3,648
Governance costs	2	4	8	2	8	-	1	(25)	-	-	-
Support costs	97	160	343	100	376	-	56	-	(1,131)	1	-
Total expenditure 2024	269	357	850	289	909	-	164	-	-	2,838	3,648
Total expenditure 2023	512	757	706	451	918	127	177	-	-	3,648	3,648

6b Analysis of expenditure (previous year)

	Raising funds £'000	Employability, Enterprise, & Learning £'000	Community, Health & Wellbeing £'000	Community Inclusion £'000	Integrated Advice £'000	Insights £'000	Trading activities £'000	Gross Governance costs £'000	Other Support costs £'000	2023 Total £'000	2022 Total £'000
Staff costs	275	387	358	271	530	38	79	-	731	2,669	2,772
Service delivery costs	54	112	110	-	34	63	-	-	-	373	492
Centre delivery costs											
Facilities, Property, Health and Safety	-	-	-	-	-	-	46	-	112	158	109
Finance and Accounting General	-	-	-	-	-	-	-	29	145	174	226
Management, Other	-	-	-	-	-	-	-	-	147	147	54
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	-	77	77	70
Information and Communications	-	-	-	-	-	-	-	-	50	50	39
	329	499	468	271	564	101	125	29	1,262	3,648	3,762
Governance costs	4	6	5	4	8	1	1	(29)	-	-	-
Support costs	179	252	233	176	346	25	51	-	(1,262)	-	-
Total expenditure 2023	512	757	706	451	918	127	177	-	-	3,648	3,762
Total expenditure 2022	419	792	646	413	979	364	149	-	-	3,762	

7 Net income/(expenditure) for the year

	2024 £'000	2023 £'000
Depreciation	86	95
Profit on sale of assets	–	2,669
Operating lease rentals: Property	13	17
Auditors' remuneration (excluding VAT)		
Audit	18	17
VAT	4	5
Under accrual from prior year	3	1
	<u>124</u>	<u>2,804</u>

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

Staff costs	2024 £'000	2023 £'000
Salaries and wages	1,835	2,112
Redundancy and termination costs	35	269
Social security costs	168	210
Employer's contribution to pension schemes	55	78
	<u>2,093</u>	<u>2,669</u>

Employees receiving employee benefits

	2024 No.	2023 No.
£80,000 - £89,999	1	1
£120,000 - £130,000	–	1
	<u>1</u>	<u>2</u>

The total employee benefits including pension contributions and employers' NIC of the key management personnel were £300,014 (2023: £349,841).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity, including reimbursement of travel (2023: £nil).

9 Staff numbers

Average number of employees (head count based on number of staff employed)

	2024 No.	2023 No.
Cost of raising funds	3	5
Employability, Enterprise and Learning	7	12
Community, Health and Wellbeing	10	13
Community Inclusion	12	11
Integrated Advice	14	13
Support	20	18
	<hr/> 66 <hr/>	<hr/> 72 <hr/>

10 Related party transactions

The charity encourages each of its major local partnership organisations, i.e. Bromley by Bow Health (“BBBH”), the London Borough of Tower Hamlets (“LBTH”), Poplar HARCA and the United Reformed Church (“URC”), 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 did not receive any grants or donations (2023: £nil) from the BBBH. One of the charity’s Trustees, Dr. Savitha Pushparajah, and the former Chief Executive Officer, Robert Trimble, are Partners of BBBH.

During the year, the charity received grants and contract income totalling £143,598 (2023: £66,789) from LBTH. One of the charity’s Trustees, Mr Abdul Mannan is a LBTH Councillor

During the year, the charity received grants and donations of £236,500 (2023: £239,500) from Poplar HARCA. One of the charity’s Trustees, Mr Paul Brickell, is the chair of Poplar HARCA.

During the year, the charity paid rent of £12,375 (2023: £16,500) to URC. One of the charity’s Trustees, Mr Michael Gould, is a volunteer for Thames North Synod of URC.

The total value of donations from Trustees during the year was £300 from 1 Trustee (2023: £5,959 from 2 Trustees).

11 Taxation

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

12 Tangible fixed assets

	Land & Buildings £'000	Plant & Machinery £'000	Fixtures & Fittings £'000	Computer Equipment £'000	Total £'000
Cost or valuation					
At the start of the year	2,731	77	50	129	2,987
Additions	–	–	–	20	20
Disposals	–	–	–	(2)	(2)
At the end of the year	2,731	77	50	147	3,005
Depreciation					
At the start of the year	1,065	77	35	116	1,293
Charge for the year	80	80	2	4	86
Disposals	–	–	–	(2)	(2)
At the end of the year	1,145	77	37	118	1,694
Net book value					
At the end of the year	1,586	–	13	29	1,628
At the start of the year	1,666	–	15	13	1,694

Land and Buildings

	Land £'000	Park Development £'000	Mary Buss House £'000	Bromley by Bow Centre £'000	Enterprise Barn £'000	Total £'000
Cost or valuation						
At the start of the year	235	212	24	1,832	428	2,731
Additions	–	–	–	–	–	–
At the end of the year	235	212	24	1,832	428	2,731
Depreciation						
At the start of the year	–	74	11	829	151	1,065
Charge for the year	–	4	–	68	8	80
At the end of the year	–	78	11	897	159	1,145
Net book value						
At the end of the year	235	134	13	935	269	1,586
At the start of the year	235	138	13	1,003	277	1,666

All fixed assets held are for the benefit 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. Mary Buss House is subject to a charge as security for a loan facility from URC Thames North Trust which is detailed in Note 17. Land with a value of £235,000 (2021: £235,000) is included within freehold property and not depreciated. All of the above assets are used for charitable purposes.

13 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 Fat Macy's Ltd, Grassroot Workshop CIC, Carmen's Family Coffee House Ltd, Imagen Ltd, InCommon Ltd, InDent Ltd, Juta Shoes Ltd, Lemonade Ltd, Performance Ready Strength & Conditioning Ltd, Supply Change Ltd, Wayfinders 2018 CIC (trading as "The Visionaries"), We Speak Ltd, Yarrow Films Ltd, Fast Flow Wellness CIC, Fresh Fruits Environmental Services CIC, Blackout Dance Camp CIC, Lammas Fare Ltd, Black Women in Real Estate Ltd, Mosaic Rewilding Ltd, Hackney School of Food CIC, Spiritwood LDN CIC, Wax Atelier Labs CIC and Skate Gals & Pals CIC. It has not been possible to arrive at a fair market value of these shareholdings at 30 June 2024, which in any event is not judged to be material.

14 Debtors

	2024 £'000	2023 £'000
Trade debtors	391	319
Other debtors	7	–
Accrued income	250	62
	<hr/>	<hr/>
	648	381
	<hr/>	<hr/>

15 Creditors: amounts falling due within one year

	2024 £'000	2023 £'000
Bromley by Bow Health Loan	–	75
Trade creditors	81	37
Taxation and social security	191	259
Other creditors	597	481
Accruals	65	114
Deferred income (Note 15)	437	372
	<hr/>	<hr/>
	1,371	1,338
	<hr/>	<hr/>

16 Deferred income

	2024 £'000	2023 £'000
Balance at the beginning of the year	372	437
Amount released to income in the year	(372)	(437)
Amount deferred in the year	437	372
Balance at end of year	<u>437</u>	<u>372</u>

17 Creditors: amounts falling due after one year

	2024 £'000	2023 £'000
URC Loan Fund	<u>75</u>	<u>225</u>
	<u>75</u>	<u>225</u>

On 22 February 2021, the Centre entered into a facility agreement for up to £500,000 with URC Thames North Trust. Funding is available to February 2026 with all drawdowns repayable 60 months after the date of the first drawdown. Any drawdowns will be secured on the property known as Mary Buss House registered at HM Land Registry under the Title Number 269161. Interest on drawdowns is 3% per annum. At balance sheet date £300,000 of the £500,000 has been drawn down.

18 Pension scheme

On 1 August 2014, and in compliance with workplace pension legislation, the charity introduced a Group Personal Pension Plan arranged through Scottish Widows. The charity contributes up to 6% of gross pay for all entitled employees depending on seniority, service and the employee's own contribution. At 30 June 2024, there were 48 (2023: 49) 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 £55,506 (2023: £77,738).

19a Analysis of net assets between funds (current year)

	Fixed Assets £'000	Net Current Assets £'000	Long term liabilities £'000	2024 Total £'000
Unrestricted Funds				
Designated Funds	13	-	-	13
General Funds	1,615	815	(75)	2,355
Net assets at the end of the year	1,628	815	(75)	2,368

19b Analysis of net assets between funds (prior year)

	Fixed Assets £'000	Net Current Assets £'000	Long term liabilities £'000	2024 Total £'000
Unrestricted Funds				
Designated Funds	13	-	-	13
General Funds	1,681	1,167	(225)	2,623
Net assets at the end of the year	1,694	1,167	(225)	2,636

20a 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
Restricted funds:					
Charitable activities					
Employability, Enterprise and Learning	-	247	(357)	110	-
Community, Health and Wellbeing	-	481	(850)	369	-
Community Inclusion	-	278	(289)	11	-
Integrated Advice	-	733	(909)	176	-
Other:					
Donations and legacies	-	-	-	-	-
Total restricted funds	-	1,739	(2,405)	666	-
Unrestricted funds:					
Designated funds:					
Mary Buss House	13	-	-	-	13
Total designated funds	13	-	-	-	13
General funds	2,623	831	(433)	(666)	2,355
Total unrestricted funds	2,636	831	(433)	(666)	2,368
Total funds	2,636	2,570	(2,838)	-	2,368

Expenditure on restricted donations.

The relevant amounts are reported within Support Costs which are then allocated across the cost categories as shown in Note 6a so are included in the Expenditure figures for Charitable Activities in the table above.

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.

20b Movements in funds (previous year)

	At the start of the year £'000	Income £'000	Expenditure £'000	Transfers £'000	At the end of the year £'000
Restricted funds:					
Charitable activities					
Employability, Enterprise and Learning	-	438	(732)	294	-
Community, Health and Wellbeing	-	501	(706)	205	-
Community Inclusion	-	298	(451)	153	-
Integrated Advice	-	582	(918)	336	-
Insights	-	21	(21)	-	-
Other:					
Donations and legacies	-	-	-	-	-
Total restricted funds	-	1,840	(2,828)	988	-
Unrestricted funds:					
Designated funds:					
Mary Buss House	13	-	-	-	13
Total designated funds	13	-	-	-	13
General funds	926	3,505	(820)	(988)	2,623
Total unrestricted funds	939	3,505	(820)	(988)	2,636
Total funds	939	5,345	(3,648)	-	2,636

21 Operating lease commitments (lease)

Land & buildings	2024 £'000	2023 £'000
Expiry date:		
Less than one year	12	16
One to five years	-	-
	<u>12</u>	<u>16</u>

The charity 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.

22 Operating lease commitments (lessor)

At 30 June 2024 the charity had amounts receivable under non-cancellable operating leases for each of the following periods:

Land & buildings	2024 £'000	2023 £'000
Expiry date:		
Less than one year	2	19
One to five years	6	6
Over five years	15	15
	<hr/>	<hr/>
	23	40
	<hr/>	<hr/>

23 Capital commitments

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

24 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.

25 Funds held on behalf of other organisations

At 30 June 2024 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.

2024 £'000	2023 £'000
105	110
<hr/>	<hr/>

26 Post Balance Sheet Events

The charity held a COIF Charities Deposit Fund for repairs and maintenance which passed over to the health centre upon sale in early 2023. As at the year end the sum of £150,011 was held by the charity under other creditors. In November 2024 the fund was repaid in full to NHS Property Services.



Members of our Sewing Class, one of our Participatory Budgeting Groups

Our funders

As a charity we are reliant on the generosity of our community, funders and partnerships to continue doing the essential work that we do with our community

We are deeply grateful to everyone who funds our work and ensures that we can continue to support our community. A full list of our funders and partners can be found [on our website here](#). Below are some of our longest standing and biggest funders of our services and projects.



Legal and administrative information

Directors

Simon Bevan

Paul Brickell

Michael Gould

Dr Savitha Pushparajah

Obafemi Shokoya

David Smeed

Rachel Smith

Abdul Mannan

Naznin Chowdhury (formally appointed in July 2024)

Secretary

Graham Rowbotham

Chief Executive

Elly De Decker

Company Number

2942840

Charity Number

1041653

Registered Office

Bromley by Bow Centre, St Leonard's Street, London, E3 3BT

Web Address

<https://www.bbhc.org.uk/>

Solicitors

Stephenson Harwood LLP

1 Finsbury Circus, London, EC2M 7SH

Auditors

Sayer Vincent LLP

Chartered Accountants and Registered Auditors

110 Golden Lane, London, EC 1Y 0TG

Bankers

Barclays Bank plc

35-38 South Street, Romford, Essex, RM1 1RH



Thank you to our staff, volunteers, partners and funders for creating this year's activity with us.

We invite you to be part of our story next year. We remain dedicated to addressing the inequalities of health and livelihoods to which we bear witness every day and we invite you to join us. Whether as a volunteer, a partner or supporter, every contribution is needed to build a stronger and more optimistic story in next year's review.

bbbc.org.uk

Charity number 1041653

[See our funders](#)

References:

1 [London's Poverty Profile, Trust for London, 2024](#); 2 [DWP, 2024](#); 3 [Department for Energy Security and Net Zero, 2024 \(2023 data\)](#); 4 [DWP, 2024](#); 5 [PHE Fingertips, 2024](#); 6 [Trust for London, 2024](#); 7 [ONS, 2021](#); 8 [LBTH, 2022](#); 9 [PHE Fingertips, 2024](#); 10 [Statistical significance through a paired t-test. Clinical significance as cited by Polley M, Seers H, Cooke H, Hoffman C, Paterson C, 2007](#); 11 [Alexander Rose Charity, 2024](#); 12 [ONS, 2021](#)

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Sylvie Belbouab; Tom Griffiths; Aleks Kowara; Bill Snaddon

THE BROMLEY BY BOW CENTRE

England & Wales - Charity number 1041653

Accounts



The Bromley by Bow Centre Report and financial statement

For the year ended 30th June 2023

Company number: 2942840 Charity number: 1041653



**Bromley
by Bow
Centre**

The Bromley by Bow Centre

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Trustees' annual report

For the year ended 30 June 2023

A Chair's Introduction

The Bromley by Bow Centre is a hub located in the east London borough of Tower Hamlets. Our purpose is to enable our community to thrive. Our spaces and gardens provide a place for our community to come, be and connect. Neighbours of all ages, genders, nationalities, faiths and backgrounds play, relax, socialise or find some peace. Our space is also the open doorway to our broad offer of tailored support. The relationships developed with the Centre will make people feel enabled to access help for more entrenched personal issues, often for the first time.

We have been working with our local community for nearly 40 years now to develop our approach. What we do and how we do it felt as relevant as ever this year. The cost of living crisis hit communities up and down the country very hard. Communities like ours, as was the case during the pandemic, were harder hit than others.

Bromley by Bow is home to a vibrant and diverse community, where people are resourceful and aspirational. Many people do face multi-faceted and complex challenges though. Genuine solutions require an investment of time. They have to be targeted as far as possible, around the holistic needs of individuals or households in order to maximise the prospect of lasting and meaningful success.

We consider a rounded view of how we can enable people in our community to thrive. Each encounter with our services is considered an opportunity to uncover more about people we support and to seek ways in which we can enable them to develop their capabilities and resilience. People who drop in to pick up a fuel voucher may be gently encouraged to attend a session on household budgeting. They may spend time one-to-one with an adviser who can help them with better financial planning. We may be able to support them in reducing existing debt. There could be benefits or family support entitlements of which clients are unaware and which we can help them to claim. Or we may enable them to take a course of education, to gain skills that could lead them to better paid work.

Despite the challenges, what stands out are the year's many triumphs, seeing new groups and connections form and celebrating opportunities and personal achievements. Our events are stand-out memories of the year, times for us to remind each other of the magic and comfort of togetherness. At the core, we are about community and bringing joy.

The year ending 30 June 2023 saw significant changes at the Bromley by Bow Centre.

At the start of the year, we announced the retirement of our CEO of 20 years, Rob Trimble, and the appointment of Elly De Decker as our new leader. They worked together very effectively over the next 6 months to transition all leadership responsibilities and Elly successfully took up the sole mantle from January 2023.

In November 2022, having taken professional advice and weighed up all the options, we completed the sale of one of our assets, the health centre, to Assura plc, a specialist in owning and managing healthcare buildings across the NHS and which is very sympathetic to our community health model. Working with partners like the GPs – and continuity of service provision for our community in the short, medium and long term - remain the prime consideration in guiding our decision-making.

The sale of the health centre allowed us to clear our debts and since then we have carried out significant organisational restructuring in order to ensure continued sustainable service delivery to our community. The profit and cash realised from the health centre sale are reflected in the 2023 financial statements and result in a much healthier reserves position, notwithstanding the costs and disruption of restructuring and the ongoing challenges of generating sufficient unrestricted income and margin from service delivery. Although the accounts show a surplus, we are acutely conscious that this is solely due to the one-off income from an asset sale and that the long-term sustainability of what the charity does for the community requires creative ongoing focus and effort.

The Bromley by Bow Centre
Trustees' annual report
For the year ended 30 June 2023

In August 2022, I took on the role of Interim Chair, having been Treasurer since 2011, and I'm very grateful to everyone who helped me to settle into this role. I want to thank Professor Ajit Lalvani, who, after 8 years as our Chair, stood down as a trustee in May 2023, and Neil Smith, who stood down in November 2022. I also want to pay tribute to all our people, including team members who are sadly no longer with us, and our trustees, who contributed their time and expertise tirelessly.

During the year, the board undertook an externally-led governance effectiveness review. This included looking at our trustees' skills, at what is going to be needed for the next few years and addressing the ideal board composition. We have begun an open trustee recruitment process with a view of the skills and cultural requirements, with a local lens applied when choosing between candidates.

In this report we acknowledge the vital support we receive from our funders and partners. This support is increasingly important, as our work becomes ever more vital and the pressure on funding remains very difficult. We certainly cannot be complacent, but the Centre should look back on this year with some pride and satisfaction, given the many challenges and changes that were successfully navigated.

Simon Bevan
Interim Chair

A year in view

Welcome to our Annual Review

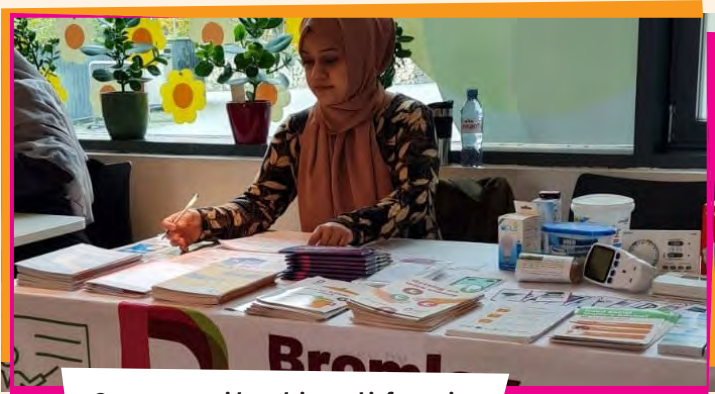
This year was again a difficult one for communities up and down the country - and the Bromley by Bow area, with its deep-rooted social inequalities, was adversely affected. Our Centre and park provided a safe haven for local people to meet, spend time, seek solace and find support.

Growing health and wealth inequalities

The shadow of COVID-19 has lingered as we continue to meet people whose health, wellbeing and sense of connection was impacted by the pandemic. The cost of living crisis has further eroded personal and financial resilience. Inequality in the UK is stark¹ and growing. People in poverty, disabled people, Black and minority ethnic communities, and migrants are disproportionately impacted by financial hardship and barriers to healthcare. The stories we hear every day from people visiting the Centre show us what this means in practice.



Cost of living events at the Centre were often over-subscribed.



Our team provides advice and information in many community settings.

Our response

Throughout this year, our four core programmes have continued to deliver vital support, engage people in new ways and enable positive change for thousands in our local community: building community health and wellbeing and community inclusion and providing access to employment, enterprise and learning and advice. Our work has led to new jobs, skills, income, optimism, direction and opportunity.

“ Thank you for the support you gave me during the darkest time of my life. So many of us get ‘lost’ in the system when we are unwell and I couldn’t have got where I am without your help. ”

Social prescribing participant

Meeting basic needs and enabling connection

We scaled up our fuel voucher distribution, our food projects, our mental health and wellbeing support and our volunteer recruitment to ensure people can meet their basic needs. And we provided many opportunities for people to connect and find joy – the parts of life which are key to both individual and collective wellbeing and can be neglected when realities are so challenging.



Partnership working proved effective in helping address basic needs.



Community events that brought people together were popular this year.

Solidarity and partnership

In the face of challenge, we have focused on nurturing solidarity and partnership. Our events are stand-out memories of the year, times for us to remind each other of the magic and comfort of community. From a rain-drenched but vibrant Summer of Wellbeing Festival to a sparkling Santa's Grotto, hundreds of people and dozens of partner organisations celebrated together.



Obtaining sufficient funding to meet community need has been difficult.

Increasing demand and decreasing resource

Like other charities, we are striving to address increased demand for our services whilst the resources available to us are under ever-increasing pressure. The cost of living crisis, economic hardship and the reduction in charity fundraising income has had significant impact on the ability to meet growing need. We joined our voice to others in the sector to help raise and amplify this acute societal situation with funders and policy makers, as we strive to relieve loneliness, support mental health and assist young people and families.

“ The only time I get peace is when I come here. I forget everything else. When I walk out the gates I start remembering this and that. In here, I put my phone on silent, it's protected time. ”

Group participant



Local projects, awarded funding from our Community Voting Day, thrived.

Changing the story

This year has been another challenging one, but what stands out are the year's many triumphs; from seeing new groups and connections forming to securing nearly £5 million of entitled income in social welfare payments for families in our locality, as well as observing confidence building and celebrating opportunities and personal achievements. Those victories show us the difference our work makes and are the fuel for us to continue.

Summary

About us

We are **72 staff, 110 volunteers** and over **50 local partners** in a community of approximately 60,000, called Bromley by Bow. This year we worked with **5,623 people** – of which **54% are living within a mile of the Centre**.

We deliver person-centred, holistic and integrated support, building on deep connections with the local community. Last year, we held **over 3,888 person-centred conversations** and ran **91 different groups**, whilst volunteers contributed **2,029 hours** of their time and expertise. **36%** of people using the Centre are **engaged in more than one service**. **34% of people stay with the Centre** from year-to-year.

The difference we make

Our work positively impacts what matters to our community. People we supported reported:

- **A 39% improvement in their overall wellbeing.**
- **A 47% improvement in understanding what is on offer in their community.**
- **A 32% increase in their propensity to support others.**

Through our work, households **accessed £4.7 million in entitled income**, a further **£671,541 of debt was managed** and **146 tenancies were sustained**.

We awarded **213 accredited qualifications**, from English language to health improvement, and supported **51 people into work**.

We incubated **5 new social businesses** to access **£100,000 of social investment**.

We hosted over **2,055 visitors**, coming from as far as South Korea and Singapore to learn about our model.

The year's activity

Across **4 programme areas**, we delivered:

4,318 drop-ins, 9,434 1to1 sessions, 4,000 onward referrals and signposts, 1,671 benefit checks.

1,370 people attended our community events, there were **12,139 group attendances** and **1,255 people attended our webinars**.



Our approach and our community

Our approach

The Bromley by Bow Centre is a hub for the community located in the East London borough of Tower Hamlets. Our purpose is to enable our community to thrive.

We are part of the community and work with others, across sectors: our focus on sustainable relationships enables us to achieve our purpose.

We value our staff and volunteers who are essential to what we do.

We partner with Bromley by Bow Health which offers primary care across four health centres including Bromley by Bow Health practice which shares a location with the Centre charity. We also work with a wide range of other Primary and Secondary Care providers and many local partners.

91 staff

110 volunteers

2,029 volunteer hours

Over 50 active partnerships

15 events with over 1,370 attendances

91 community-led groups or training programmes

Over 3,888 person-centred conversations

36% of people engaged in more than one service

Over many years, we have developed expertise in services which meet local needs and have provided opportunities for community connection.

We engage widely with our community and offer tailored support to those who need it. We provide people with a place to be, to come together, to connect. People of all ages, genders, nationalities, faiths and backgrounds find solace in our space and our park.

Our support is integrated across health and wellbeing: we coordinate and work together to provide a wide range of services across four programme areas.

We are person-centred and holistic: we ask people about what matters to them. We take the time and effort to uncover underlying issues, supporting people to solve the causes of the problems rather than simply alleviating the symptoms.

We empower: we offer opportunities for people to explore, develop, learn and contribute back into the community.

We amplify the voices of the community through sharing experience and supporting action.

2,055 knowledge exchange participants

4 evaluations

4 research collaborations

Our 40-year journey has required a constant process of learning together to build our joint work.

We learn from what we do and from others.

We share our learning and support others to build on our success.

Where we work – local and international.

The majority of the work we do is local. 54% of the people we worked with this year live within a mile of the Centre and 93% live in Tower Hamlets.

We also have national and international influence. We engage in networks across London and the UK and host knowledge exchanges from as far as Denmark, Japan, South Korea and Singapore.

Our community

As a hub for the community, where we work shapes what we do and how we work.

Bromley by Bow has many assets which support residents' health and wellbeing...

- Tower Hamlets is a vibrant borough, rich in diversity and located within touching distance of beacons of opportunity, including Canary Wharf and the developing Olympic Park.
- Bromley by Bow itself benefits from good public transport and retail links, public green spaces, and the networks, resources and skills of local volunteers.
- Bromley by Bow also has a young population. Over half of the area are under 30, compared to just 39% of London as a whole².
- Tower Hamlets has historically been a borough of migration and this adds dynamism: according to the Census, 20% of people did not live at the same address in the previous year³.
- The Centre's role is to ensure that the area's assets can support residents' health and wellbeing and address some of the challenges which many in the local community face.



...but our local area faces some long-standing and deep-rooted challenges.



Income insecurity

This area has a higher child poverty rate than London and has the worst older person's poverty rate in the country⁴. Insecurity in people's income was worsened by the pandemic; currently, the cost of living crisis has had an even greater impact on the local community⁵. As a result, access to basic necessities like food, fuel and medication is a struggle for some: use of the Bow Foodbank doubled across 2022 to an average of 400 households per week⁶.



Space and housing

Tower Hamlets, is the most densely populated place in the UK, with approximately 112 people living on a football pitch size of land. Bromley by Bow is even more densely populated than this⁷.

This also means that private space is an issue. Most people in the area (75%) do not own their own home and 38% of houses are overcrowded (compared to 34% for Tower Hamlets)⁸. Rates of access to outdoor private space, like gardens and balconies, are also low⁹.



Employment and skills

There is a skills and employment gap in this area: 22% of adults (16 or over) have never worked¹⁰. 7.7% of adults in the area cannot speak English well or at all; in some parts of Bromley by Bow, this rises to 1 in 8 adults¹¹.



Mental and physical health

In Tower Hamlets, healthy life expectancy lags behind the national average by 5 years, at 58.6 versus 63.7 nationally. This means that people get more ill at a younger age. For women, healthy life expectancy is even lower: only 56.6 years¹².

Nearly a quarter of people in Bromley by Bow have a long-term health condition, which is very high when compared to the age of the population. For this area, depression, severe mental illness and diabetes are the conditions which are particularly concerning¹³.

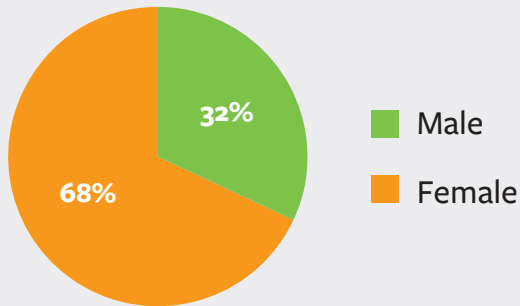
**The difference
we make**

Who we have worked with

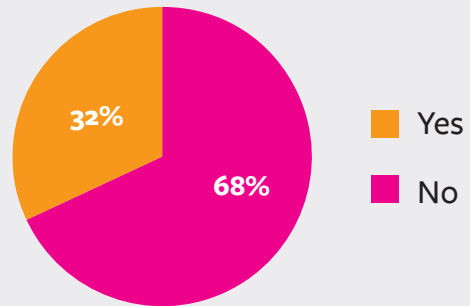
Across the year, the Centre has welcomed and worked with 5,623 people, of all ages, genders, nationalities and levels of health.

68% of the people we worked with were female; 32% had at least one health condition and the majority were of working age. In line with families living in Bromley by Bow, the most common ethnic group using the Centre identified as Bangladeshi or British Bangladeshi.

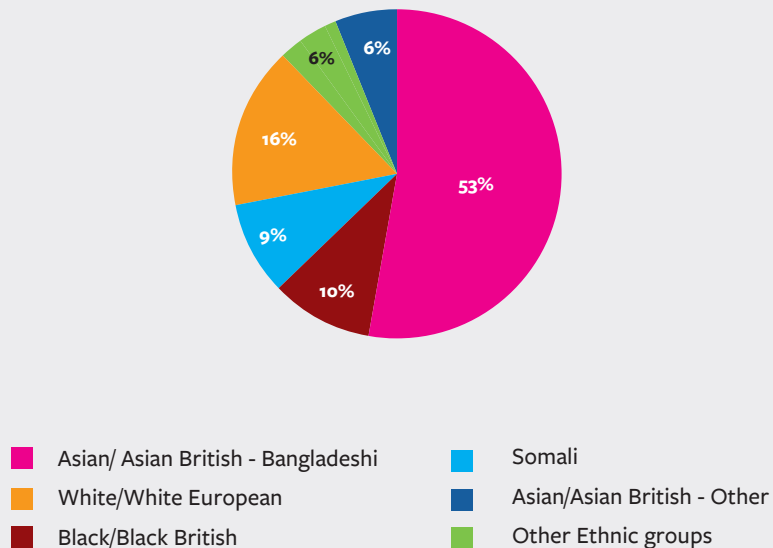
Gender



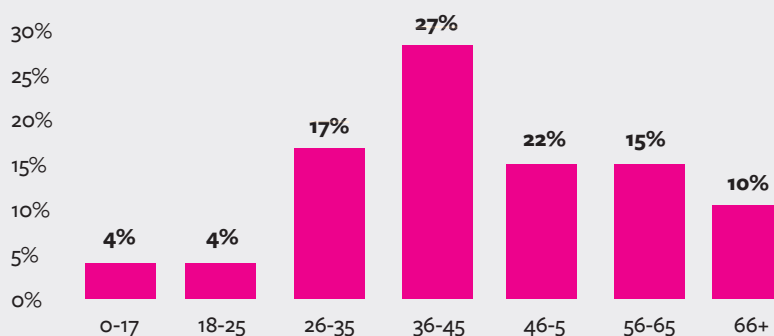
At least one health condition



Ethnicity



Age



Impact

Individual wellbeing is the main measure we track across the Centre.

- Over half of the people we worked with arrived with a negative wellbeing score.
- On average, there was a 39% improvement in their wellbeing after engagement with our services.
- For those reporting negative wellbeing, this improvement rose to 58.

“How would you rate your wellbeing?”

39% improvement

This is a clinically and statistically significant change¹⁵



We want people to access the ingredients of a good life

Alongside wellbeing, we also track the six outcomes our community and staff collectively identified as the ingredients for a good life.

1. We meet people’s basic needs
2. We build knowledge, skills and opportunities
3. We develop confidence in people’s own resources
4. We encourage connection
5. We create a sense of community and place
6. We support people to take action for themselves and for their community

Different areas of the Centre focus on different aspects of these outcomes – they work together to build the support for a thriving life.

1. We meet people's basic needs

"My home is warm enough"

40% improvement

"I can access food when I need it"

16% improvement

2. We build knowledge, skills and opportunities

"I know how to get the support I need"

101% improvement

"I am confident to speak English in my day-to-day life"

65% improvement

3. We develop confidence in people's own resources

"I am confident in myself and my abilities"

26% improvement

"I communicate what I want to others"

9% improvement

4. We encourage connection

"I feel connected to others"

16% improvement

"I have enough support around me"

13% improvement

5. We create a sense of community and place

"I know what's going on in my community"

47% improvement

"I feel part of my community"

26% improvement

6. We support people to take action for themselves and for their community

"I regularly help people in my community"

32% improvement

People stories

Many people are keen to share their stories of transformation after being involved with the Centre. Some generously agree to tell their story publicly as a way to encourage others to seek support and to demonstrate to our supporters the difference we make. Learn more: [view all people stories](#)



Ernest

Engagement with a wide variety of services across the Centre



The Bromley by Bow Centre is the best example of what a community centre should be »»

[Read Ernest's story](#) ▶



Zul

Talking about her rewarding work as a trained advice volunteer



I am continually building my skills and knowledge and broadening my horizons as part of the Bromley by Bow community »»

[Read Zul's story](#) ▶



Paul

Enjoying life again after receiving timely social welfare advice



Thanks to the support I received from social prescribing and the Centre's advice service, I feel more financially secure now and better about life in general »»

[Read Paul's story](#) ▶



Liz

An inspiring woman, determined to create positivity in life



Meeting people really helped. We all have our struggles and the group accepted me as I am. »»

[Read Liz's story](#) ▶



The year's activity

This section is a snapshot of our activity over the past year.

- **Supporting community life:** investing in our place, partnerships and networks as a hub for the community
- **Community Health and Wellbeing:** a programme of wellbeing activities and social prescribing
- **Advice:** energy, debt and social welfare advice sessions
- **Community Inclusion:** activities breaking down barriers of participation, including Social Care
- **Employment, Enterprise and Learning:** skills and language teaching, job support and business incubation
- **Beyond Bromley by Bow:** visits and training for people interested in our model



Supporting community life

Continuing to invite people back into the buildings and park and settling into new routines of their use has been an important part of this year. Events have animated and transformed the Centre and the first full events calendar post-COVID has felt particularly special. Meanwhile, the Centre has been developing new ways to work with local partners to use our space, continued to care for the park and buildings as assets for the community.

Seasonal festivals

Our events calendar featured family fun, from the Summer Festival to a Santa's Grotto, celebrations of achievement such as our Learners' Day, events with a more serious theme, including "The Big Talk", a Cost of Living information-sharing event – and a series of spring events which brought the latest research on wellbeing to life.

Park development

We have continued to host park volunteers from Investec, OCS and JP Morgan, whilst our gardening group has nurtured new plants from seed for the park.

A major addition to the park this year was the installation of a bench and reflective area to honour our trustee Marcia Maximin, who sadly died during the COVID-19 pandemic. It is well-used and well-loved by park visitors.



15
events of all
sizes

1,370
event
attendances

46
park
volunteers

606
park volunteer
hours

Community Health and Wellbeing

Worked with
3,412
people

2,811
1 to 1 sessions

16
groups or
courses

1,014
group
attendances

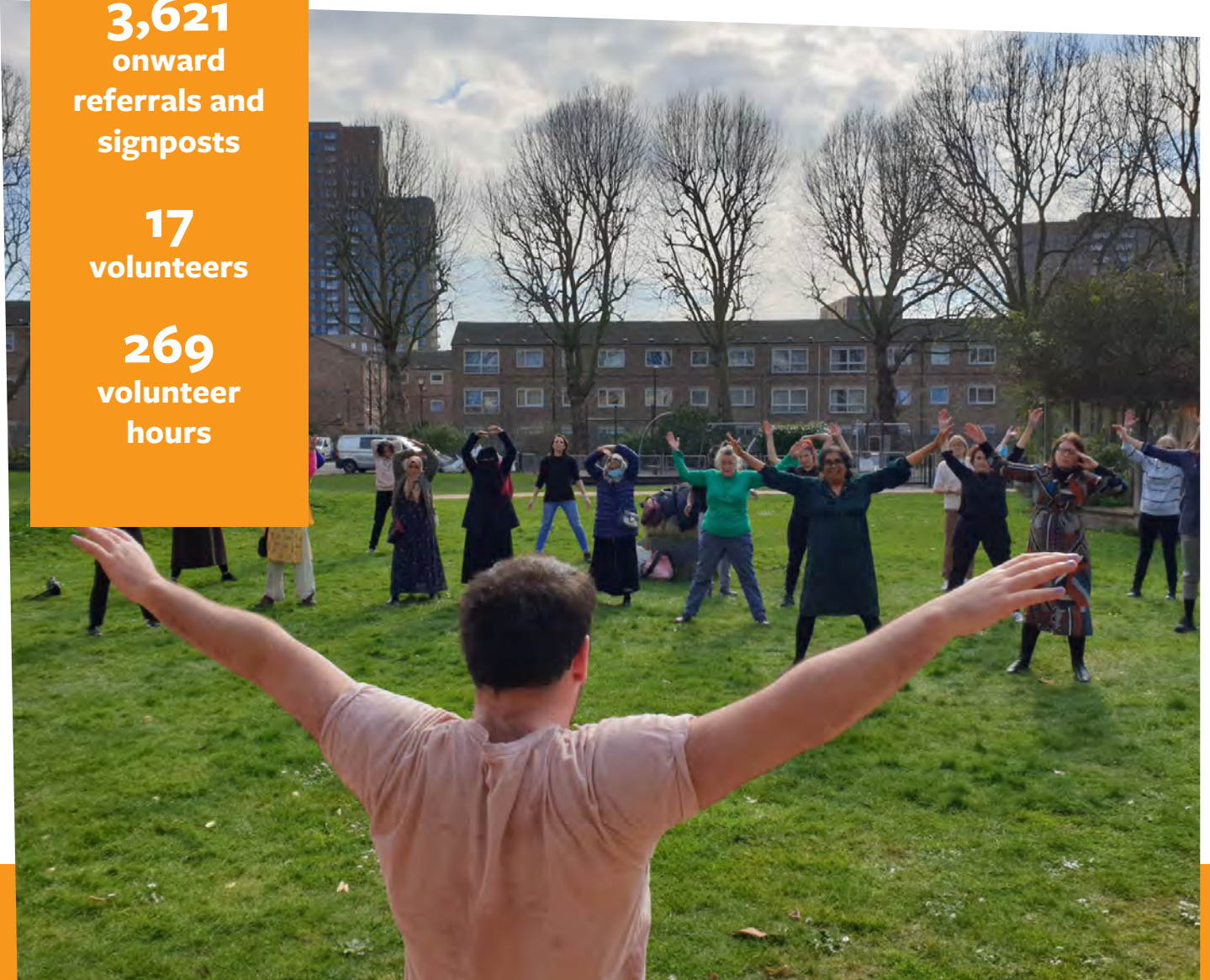
3,621
onward
referrals and
signposts

17
volunteers

269
volunteer
hours

The Community Health and Wellbeing team support residents' health and wellbeing through providing a warm welcome to the Centre in the Welcome Hub, running one-to-one social prescribing support (one-to-one coaching sessions connecting to local services) and hosting a wide range of groups (the "prescription"). This includes creative sessions – singing, embroidery, painting, card making; active groups from walking to Zumba; carers, LGBTQIA+ and mental health peer groups; coffee mornings and open interest groups – and more.

Drop-in visits to the Centre have surged post-COVID, largely driven by advice enquiries, which has meant closer triaging and coordinated working across the Centre. This year, the Community Health and Wellbeing team has developed its delivery of social prescribing and currently provides five different models of support, receiving 1,081 referrals in the past year alone. To enhance their impact, the team have been focusing on integrating their work with Bromley by Bow Health, sharing projects, events, training and reflection, staff members and team planning and goal-setting.



Snapshots from the year

Growing and developing the Welcome Hub



The Welcome Hub is often the first point of contact for the Centre. People may come with high levels of stress and pressing concerns. Whatever someone's starting point, staff provide a welcome, making sure that everyone "leaves with something – whether that is ideas, tools, support, or next steps" (Staff member Mandy). Feeling welcome develops people's confidence in the next service they engage in, a warm handover and a positive next direction.

The team creates spaces for community building through hosting a range of groups and activities, most led by local residents identifying an idea they wanted to bring to life. This looks like laughter, a meaningful conversation, and people dropping in to make tea, leading coffee mornings and helping each other.

“ a warm and inviting place ”

Experience of the Welcome Hub

4,318 drop-ins received

12 community-led groups newly established this year

Fruit and Veg on Prescription: an integrated project

The Fruit and Veg on Prescription pilot, in partnership with Alexandra Rose Charity and the Population Health team, is an important extension of social prescribing support which enables team members to refer people with financial and health barriers to nutrition. For nine months, participants are able to collect weekly vouchers for fruit and vegetables from the Welcome Hub, attend workshops that teach about nutrition and healthy eating, and access social prescribing support on an ongoing basis. This coordination has enabled both a wider reach for the project and a series of tailored support offers. Vouchers are spent in local markets, supporting the local economy.

“ The voucher scheme for fruit and vegetables has changed the way I eat. I am now more aware of what food I consume and eat a lot more fruits and vegetables. Since being on the scheme I have lost a stone in weight. ”

Experience of Fruit and Veg on Prescription scheme

47% people were struggling to access more than one portion of fruit and veg a day

167 people across **64** households have been supported

Participants claimed an average of

£44.78 a month¹⁴

Advice

“ For me, the cost of living crisis means choosing between heating and eating. ”

Participant in The Big Talk event



Worked with
2,714
people

4,811
1 to 1 sessions

286
group
attendances

378
onward
referrals and
signposts

9
volunteers

528
volunteer hours

1,677 people
had a benefits
check

1,150 people
received energy
efficiency
advice

The Advice team has continued its core strands of work this year: financial capability training, energy and debt one-to-one support, and social welfare legal advice. On average, the team support each person with four different types of advice work. Not surprisingly, this year, the demand for the team's energy workshops and information increased dramatically. The team experimented with new ways to share vital and fast-changing information, such as hosting "The Big Talk", a cost of living event co-delivered with local partners, and developing and sharing new resources.

Hosting visits from the energy regulator and senior personnel from energy providers at the Centre has given our local residents an opportunity to provide testimony on the impact of high energy prices on their lives and families.

Snapshots from the year

Foodbank advice – supporting sustainability

“ I was suffering, but with someone with you, you feel strong. Otherwise I would feel so much worry and depression; instead it’s a problem that’s under control. ”

Experience of the Advice team

The Centre has been delivering social welfare advice for local housing associations and health centres for many years; one of its more recent innovations has been joined-up delivery of advice services in conjunction with the Bow Foodbank. Every Monday morning, the foodbank’s collection day, upwards of 500 households arrived at the Centre this year. Connecting visitors directly to onsite welfare benefits advisors ensures longer-term, timely support, removing as many financial barriers as possible to accessing food.



Fuel vouchers – adaptation and local reach

One of the year’s biggest shocks was the volatility of the energy sector and how this has affected many people’s experience of energy costs. As a response, a plethora of other changes have ensued: changes in the benefits available, their timelines, and new support schemes announced; changes in the best practice advice, such as the advisability of switching and new pre-payment tariff controls; and changes to the funding landscape.

The team has responded swiftly to these changes, including being a distribution site for fuel vouchers, announced at short notice in the autumn of 2022. The scale and speed of the distribution displays the Centre’s trusted relationship locally and the power of word of mouth the local community.

Learn more: about energy advice
– [read the evaluation](#)



£127,866 of fuel vouchers distributed
871 households supported



Worked with
178
people

92
1 to 1 sessions

25
groups or
courses

3,255
group
attendances

21
volunteers

531
volunteer
hours

55
qualifications
awarded

“ London is a very lonely place. People want a deeper connection... to feel it in their heart. ”

Community Inclusion

The Community Inclusion team specialises in challenging and reducing the barriers to participation in community life - particularly for people who have a disability, long-term condition or mental health concern.

This year, the core Social Care service, providing art-based workshops for people with a learning disability or complex health needs, has grown steadily in popularity. New ways for members to provide feedback and identify their own goals has reinvigorated the service, leading to more community-based activities, day trips and new sessions.

Alongside this, the team has provided a regular programme of activities tailored to the interests of people over 50, run specialist courses to support physical health alongside mental health, and co-produced solutions to reduce isolation for disabled people.

Snapshots from the year

Community activation – training for health and wellbeing

The team worked with the East London Foundation Trust (ELFT), an NHS mental health support trust, to provide training days, Level 1 and Level 2 courses in lifestyle management and community activation for ELFT staff and service users. These courses were focused on identifying practical support and lifestyle changes which would benefit the participants health and wellbeing, alongside developing the communication skills and techniques to support others to make these changes.

Participants valued gaining new knowledge about the relationship between physical and mental health, building connection together and identifying practical steps they could take both in their personal lives and for the hospital wards in which they worked.

“ It was a memorable and transformative course ”

“ a catalyst ”

“ I think my highlight was doing the course collectively as staff and patients together. It was a great experience to be able to learn alongside each other. ”

Experience of the Community Activation courses

It's our turn – supporting connection beyond disability

“ It just brings ideas and confidence out of me. ”

Experience of a participant in It's our turn

'It's our turn' was a partnership led by the disability charity REAL. 13 community reporters were trained to ask peers about their experience of connection and loneliness and five barriers to connection were highlighted: feeling excluded in social situations, transport, financial concerns, reliance on carers and organisations, and people not understanding disability.

The partnership worked with participants to create responses and activities to challenge these barriers and build networks and friendships across the organisations. These ideas connected people and participants felt that they had a say in their local services. The Social Care team focused on three activities: Find Your Voice, supporting people to develop confidence and ownership of their stories and life experience; the Connection Challenge peer support group; and Self-Care, a series of workshops teaching new techniques to support people's own wellbeing.

Learn more: about It's our turn

– [read the evaluation](#)





Employment, Enterprise and Learning

The Employment, Enterprise and Learning team teach functional and work-related skills and provide one-to-one work coaching and business development support. The team have delivered a strong programme of English as an Additional Language teaching for 331 participants, with the majority of classes for pre-entry learners, a group of learners who are often overlooked in other services. This has been coupled with digital inclusion classes, a social mixing programme and day trips to integrate this learning into real life settings.

Investec Beyond Business had a successful 12th year. This social enterprise incubation programme has, at the last count, led to 59 successful businesses.

The team also offered three tailored employability offers: for young people, the creative industries, and people with a disability or long-term health condition to get back to work, involving 440 people in all.

Worked with
909
people

1,720
1 to 1 sessions

49
groups or
courses

7,584
group
attendances

88
volunteer
hours

158
qualifications
awarded

Snapshots from the year

Creative Futures exhibition – sharing skills and stories

This year, the team worked to improve access and tackle under-representation in the creative industries through placements, collaborative projects and skills development sessions.

One memorable project – Traces: Stories of Migration – explored personal and family migration stories through textile crafts. Led by artist Lucy Orta and supported by London College of Fashion graduates, participants from East London were invited to share their personal or family migration stories and craft heritage through storytelling and craft workshops. This process led to the creation of individual ‘story-cloths’ as a medium through which the diverse cultural and social experiences of immigrant communities were acknowledged. The artist created textile portraits of each participant and the portraits and story-cloths were exhibited together in the Bow Arts gallery and the London College of Fashion.

“ I feel as if someone has put new batteries in to me. ”

Experience of a participant in Creative Futures

Of the **292** people enrolled for this work, **284** had never previously engaged in the arts sector or creative industries.

Meet the Dragon’s Den winners

£100,000 was distributed to the successful social enterprises

Five successful enterprises of 2022 have emerged in competition from 70 Investec Beyond Business applicants. 12 individuals worked for more than 12 weeks to develop their business plan, before pitching competitively in a Dragon’s Den. The five businesses who impressed the judging panel to win financial and practical support are listed below. All Beyond Business alumni continue to be supported by the programme.

The winners were:

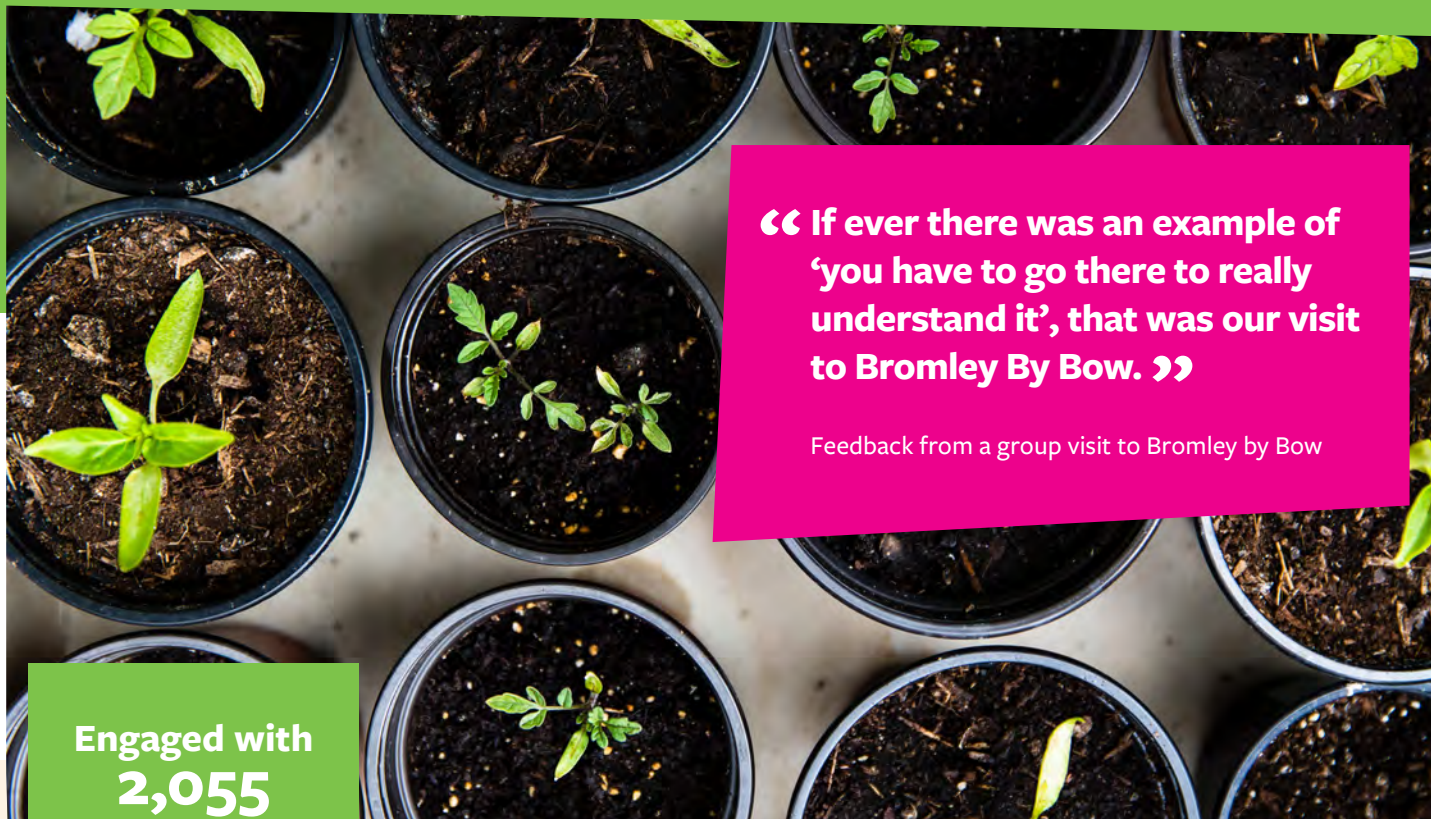
[Blackout Dance Camp \(featured\)](#) - creating dance opportunities for people from all backgrounds and walks of life.

[Skater GalsnPals](#) - all about skating, diversity, and community.

[Flowspace/Dalston Clay](#) – combining creative process and deep relaxation: a fully equipped art studio, and a relaxing space for yoga, meditation, meetings and events.

[First Fruits](#) - a composting/wood waste/biochar business in the East End and beyond, recruiting people from the margins of society and who are socially isolated.

[Lammas Bakery](#) - a bakery that supports people who face barriers to work into training with support to find jobs in the hospitality sector.



“ If ever there was an example of ‘you have to go there to really understand it’, that was our visit to Bromley By Bow. ”

Feedback from a group visit to Bromley by Bow

Engaged with
2,055
people

52
in person
group visits

790
in person
visitors

1,255
online
attendances

Beyond Bromley by Bow

For many years, we have welcomed visitors from across the UK and beyond to visit Bromley by Bow, part of our commitment to contributing to policy and practice conversations towards a social movement for health.

Continued from the COVID-19 pandemic, webinars have enabled us to explore new partnerships and ways of working.

Meanwhile, two major themes across the visits this year were the design and use of physical space in a health living centre and what health prevention might mean practically for communities. Recent NHS priorities of social prescribing and place-based service integration between primary care and the voluntary sector¹⁶ has sustained interest in holistic models of support for health and wellbeing.

Social prescribing link worker training was hosted by this team for the first half of this year, including five bespoke webinars commissioned by the Greater London Authority (GLA) to address prevalent social welfare issues that occur within social prescribing services.

A visit from the Welsh government

In 2019, a national shift in health and social care policy in Wales led to a policy recommendation of new wellbeing hubs across Wales, integrating primary health and social care centres with opportunities for wider services that promote wellbeing.

A team from the Welsh government, Social Services Integration Directorate, the directorate responsible for establishing 50 of these hubs, came to explore the

- Centre’s approach to integration within our community hub, including co-location of and partnerships between statutory and voluntary services, governance, staff culture and user participation, and the successes and challenges of this 39 year journey.
- This experience and insight are supporting the team to consider the important aspects of hub development in their policy development responsibilities.

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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.

Public Benefit and Objects

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."

We have referred to the Charity Commission's guidance on Public Benefit (PB1) and concluded that the stated objects and the activities of the Centre are beneficial in a way that is identifiable and are of benefit to a sufficient section of the public. This Annual Report explains how the Centre has carried out the charity's objects in accordance with the guidance on reporting (PB3).

Trustees and their responsibilities

The governing body is the Board of Trustees ("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.

The Board met in person and or via Teams 13 time this year.

Following a restructure of the Senior Leadership structure which resulted in a streamlining, the Centre removed the Executive Leadership Group and Management Group and replaced it with a Senior Leadership Team comprised of the CEO, the Joint Heads of Delivery and Impact, the Head of People and Culture and the Head of Finance and Operations. Members of the Senior Leadership Team are invited to attend all Board meetings and the annual general meeting.

The Board comprises a minimum of six and maximum of 15 Trustees. Following the resignation of Neil Smith in November 2022 and Ajit Lalvani in May 2023, the Centre now has 8 members of the Board – 4 Ordinary Trustees and 4 Nominated Trustees. The Board is actively considering adding new trustees given that some current board members are nearing the end of their term. We are looking to bring in additional Ordinary Trustees and continue to develop the diversity of our governance.

Trustees serve an initial term of three years and can be elected for a maximum of 12 years.

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

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- 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

Trustee Training

A structured induction programme has been in place for new trustees supplemented by ad hoc support from the Chair, other Trustees and Senior Executives as required, with external training opportunities provided if appropriate.

The Trustee Induction programme will be reviewed and improved in advance of any new Trustee joining.

Individual Trustees have chosen to engage more with individual executive areas: for instance Obafemi Shokoya is the board representative on the Equity, Diversity and Inclusion group; Simon Bevan and Rachel Smith are particularly engaged in our income generation efforts.

Trustees are invited to our monthly all-staff Centre Forums, where SLT and staff share updates in an informal setting.

During the annual Board Strategy session, Delivery and Impact Managers shared the main achievements and challenges for their respective areas and answered questions from Trustees.

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Trustee Biographies

Simon Bevan is non-executive Director of Unifrutti Group, a Trustee of the Churchill Fellowship and Head of Partner Matters at Grant Thornton UK LLP. Simon is a qualified coach and has over three decades' experience of auditing, and working with the stakeholders of, successful high growth businesses, especially in the professional services sector. He has been a partner and held senior leadership and governance roles in two large accounting firms and therefore brings finance, leadership and governance experience to his role with the Board. Simon became a Trustee on 30 November 2011 and was Treasurer until becoming Interim Chair in August 2022. Simon then stepped down from his role on the Centre's Board and Nomination Sub-Committee but remains a member of the Finance Sub-Committee.

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 and chairs the Board's Property Sub-Committee.

Michael Gould retired as a Lloyd's insurance broker in 2000 and, since then, has been a volunteer for Thames North Synod of the 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. Mike is also a member of the Board's Property Sub-Committee.

Dr Savitha Pushparajah is a GP Partner in BBBH, which has a close working relationship with the Centre and operates three GP surgeries and a Walk-in Centre in Tower Hamlets. She has 16 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. She is the Safeguarding lead on the Board as well as a member of the Board Effectiveness and Nomination Sub-Committee and the Finance Sub-Committee.

Obafemi Shokoya has been a trustee since December 2018. The East End of London is firmly in his blood and he is passionate about the challenges and the potential of local people. Raised in Newham, Obafemi is a proud child of African immigrants and his family remains local. For his career, he trained as a hospital pharmacist and worked in the NHS for 20 years, the latter ten years as a chief pharmacist specialising in transformative change in Croydon, East Kent and Barts Hospitals. In 2018, he started his own healthcare leadership consultancy. Through his involvement with INSEAD, the international business school that promotes equality, diversity and inclusion, Obafemi was introduced to the Centre and was astounded by what he experienced. It wasn't long before he agreed to join the Trustee Board. Obafemi is the Board's representative on the Centre's Equity, Diversity and Inclusion Group and also a member of the Board Effectiveness and Nomination Sub-Committee.

David Smeed is an executive level businessman with extensive experience of strategic business development, throughout Europe, in healthcare, property and property services. He was until recently a Director and shareholder 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 and Vice Chair in March 2018. He held that post until he was appointed Treasurer in September 2022. Until then he was the Chair of the Board Effectiveness and Nomination Sub-Committee; he is now no longer chair but still a member of that committee. As Treasurer he is also Chair of the Finance Sub-Committee and a member the Property Sub-Committee.

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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 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. Since September 2022 Rachel chairs the Chair of the Board Effectiveness and Nomination Sub-Committee

Abdul Mannan grew up in Bromley by Bow and has gone on to make many contributions to the area both professionally and as a volunteer. Currently a Tower Hamlets councillor in Bromley by Bow and Chair of Housing and Regeneration, Abdul also runs his own college and exam centre for ICQ and NCFE boards. During the pandemic, he became a member of the Island Network in Docklands, helping to pack and distribute over 55,000 food parcels. The group's work has been recognised by Canary Wharf Group and DLR who carry their name plate on their trains.

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 chaired the Board till September 2022. He resigned as a trustee in May 2023.

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 and resigned in November 2022.

Trustees during the period

		Board Sub-Committees		
		Finance	Property	Board Effectiveness
Simon Bevan		Member		
Paul Brickell			Chair	
Michael Gould			Member	
Ajit Lalvani	Resigned 24 May 2023			
Abdul Mannan	Appointed 1 September 2022			
Savitha Pushparajah		Member		Member
Zenith Rahman	Resigned 1 September 2022 –			
Obafemi Shokoya				Member
David Smeed		Chair	Member	Member
Rachel Smith				Chair
Neil Smith	Resigned 16 November 2022			

The Board is committed to further deepen the diversity within our Governance Structure.

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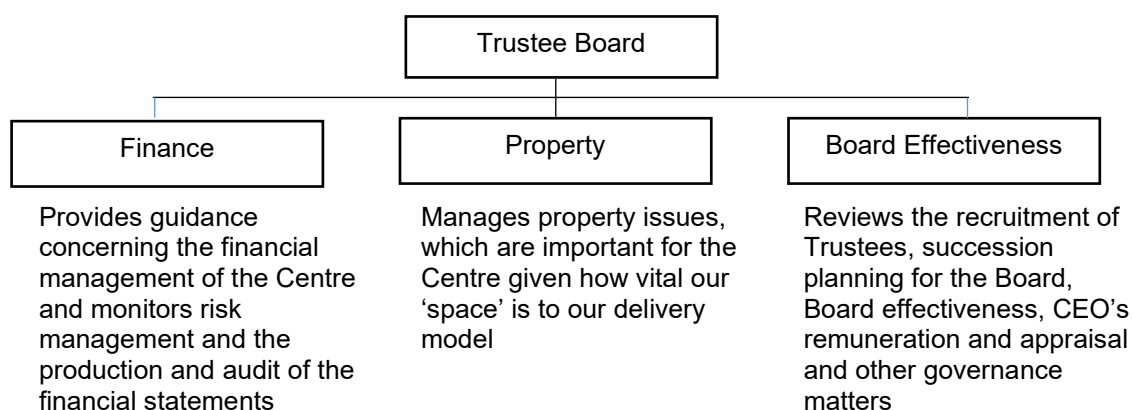
For the year ended 30 June 2023

The current Board has 8 Trustees and includes two female members; three members from Black, Asian and Minority Ethnic groups and three members with strong connections with the local community.

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 SLT members. In order to ensure there is a consistency of approach across the sub-committees, the Treasurer attends all the meetings.



Whilst the Trustees are responsible for oversight of the work of the charity, day-to-day operations and decision-making continue to be delegated to Elly De Decker, the Chief Executive, who reports directly to the Board. Elly was appointed CEO on 1st Jan 2023. She succeeded Rob Trimble, who had been Chief Executive for 20 years. Elly leads the Senior Leadership Team comprised of Shahanara Begum and Ruth Roberts (Joint Heads of Delivery and Impact) and Laura Carreira (Head of People and Culture). The roles of Head of Finance and Operations and Head of Income Generation and Marketing are currently vacant; we are supported by an Interim Head of Finance in the meantime.

The Board has established appropriate controls and reporting mechanisms to ensure that the SLT operates within the scope of the powers delegated to it. The Board has determined Reserved Powers 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 SLT are not directors for the purposes of company law.

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Working towards financial sustainability

In a context, over the last decade, of ever increasing demand but constant pressure on funding, the Bromley by Bow Centre, as many organisations in the sector, has found it difficult to make the bottom-line add up. We have had a number of years with significant deficits which has, over time, reduced our financial resilience.

We have however taken significant action in the last 12 months to ensure we can preserve the impact we deliver in our community for the long-term:

1. Asset Sale

The most significant action we undertook was to sell one of our properties.

The Bromley by Bow Centre has had the foresight, over the years, to build up a property portfolio, privately owned by the charity and put to use for the community. Given the significant financial crisis we experienced in the financial year to June 2022, we took professional advice and weighed up all the options. As a result, the trustees decided to realise sufficient value from the sale of one asset, the health centre, to clear our debts and provide reserves to sustain our activity for the community.

Interest in the health centre was received from all the credible players in the healthcare market and some other potential investors; fortunately, the most attractive financial offer also happened to come from a buyer specialising in owning and managing healthcare buildings across the NHS and which is very sympathetic to our community health model. Working with partners like Bromley by Bow Health – and continuity of service provision for our community in the short, medium and long term - have been the prime consideration for the trustees in guiding decision-making. The sale was completed in November 2022. Having realised cash from the sale of the health centre, we've been able to clear debts, which will save significant interest and repayment obligations, and we have net cash for the first time in years.

We are actively considering how to make our cash work best for us in the longer term but don't want to make any hasty decisions on fixed-term investments given the challenging environment and the need to continue to support our community as much as possible in a context of significant demand.

2. Organisational Review and Restructure

To ensure our long-term sustainability we also embarked on a wide-ranging review and restructure of the organisation. This restructure was first and foremost focused on making sure remain fit for purpose but also generated savings, mainly within our OH. Restructuring inevitably carries a significant cost which are factored into our expenditure this financial year.

Income Generation Strategy

The primary aim of the charity's income generation strategy remains to maximise income generation in support of its purpose. This ensures the Centre can continue to make the difference we set out to make for the local community, develop its services to respond to community want and needs more effectively, become increasingly financially resilient and build unrestricted reserves.

The income generation 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, restricted income was £1,888k (£2,382k in 2022). Total unrestricted income increased to £3,512k (£866k in 2022). Of this, £2,668k was profit from the sale of a property asset. £451k (£249k in 2022) came from donations, a good result given continued nervousness around events and other fundraising activities due to the pandemic. The three most significant amounts of funding this year came from the British Gas Energy Trust, the National Lottery Community Fund and the Energy Redress Fund.

Income from individual donors has continued to grow, including through the expansion of our Friends of the Bromley by Bow Centre programme, and the new Community Philanthropy Circle stewarding larger individual donations.

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A full list of our supporters can be found here:

<https://www.bbhc.org.uk/about-us/funders-and-supporters>

Forward plans

Looking forward, given the continued pressure across the funding landscape, we unfortunately need to be realistic in terms of the levels of growth in total income and income from donations we will be able to achieve. Statutory income, including from both local authority and health and still an important proportion of our total income, remains under pressure while competition for other types of income is severe. Our aim continues to be to diversify our funding by attracting new funders and donors and look to at least maintain our current level of activity in all the main service delivery priority areas.

Within the area of philanthropy and unrestricted income, we are focusing on the considerable networks of senior leaders from across sectors who are already aligned with the Centre's work. We are also driving our approach with corporate businesses and developing new relationships that can provide long-term support year on year.

Framework of good practice

We continue to be 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 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 [and supporters] 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.

People and Culture Strategy

This past year has not been without its challenges; with a lot of change and uncertainty because of financial constraints. As such our focus was around further strengthening the foundations, developing and improving processes and policies and reviewing and streamlining our organisational structure. We wanted to ensure we had the best structures and processes in place for all teams, while safeguarding our services for the future for the community.

Once the foundations were in place, our focus has been much more on how we support and develop our staff, prioritising employee engagement and a continued commitment to being truly inclusive in the way we work. Some of our successes in the People and Culture team for this year include;

- First All-staff away day – refocussing on developing a common narrative on what matters, our purpose and our direction of travel
- People Manager Expectations – clearly articulating what we expect of all managers and ensuring these principles underpin all aspects of our way of working
- Robust training programme – focussed on developing leadership, line management and safeguarding within the organisation

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- EDI Action Plan – further develop our approach, building on the early successes achieved in the previous year
- Improved internal communications – moving away from all staff emails to using Microsoft Teams and having a structured approach to our monthly all staff meetings (Centre Forums)
- First demographics survey – providing clarity on the makeup of the organisation and identify recommendations to support continued development of our diversity and culture
- More time together – increased focus on quality time with staff including celebrations for Eid and Christmas and our first all staff offsite social

In the next financial year, we will in particular focus on:

1. Further developing an internal culture build on trust and transparency
2. Increasing volunteer support at the Centre
3. Embedding a clearer approach to setting objectives and managing performance
 - a. Clear objective setting and monitoring process
 - b. Having quarterly performance conversations
4. Review our approach to compensation and benefits
 - a. Reviewing job bandings to allow room for progression with bands
 - b. Reviewing our approach to recognition (formally and informally)
 - c. Improving our wellbeing benefits (reviewing EAP, OH and flexible working)

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. Salaries for new roles are benchmarked using a consistent job evaluation approach with existing roles. 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.

Related Parties

The Centre has a number of strong relationships with various organisations. Those considered as related parties are Bromley by Bow Health, the London Borough of Tower Hamlets, Poplar HARCA and the United Reformed Church, as the four organisations that nominate a representative as a Trustee. The income received during the year from these parties is disclosed in note 10 to the Accounts and the loan balances and facilities in notes 15 and 17.

We work closely with Bromley by Bow Health to provide better health and wellbeing outcomes for the local community. We obtain funding from the London Borough of Tower Hamlets to deliver services, including some which are the subject of competitive tendering processes. Many of the services that we deliver provide a direct benefit to the residents living in properties managed by Poplar HARCA. We support the local congregation of the United Reformed Church and maintain the church building for use by the Centre and the community.

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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 monthly basis by the SLT which reports into the Finance Sub-committee and then the full board on a quarterly basis.

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 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

The Risk Register was last reviewed in November 2023.

The last risk register identified 12 key risks.

The main themes after mitigation that the Board is currently focusing on are listed below, alongside a summary of how likely it is that the risk will crystallise in what timeframe, the potential impact, our plans for managing these risks and recent changes in the risk profile.

- Safeguarding and Health and Safety – given the continued challenges faced by our local community, combined with the constant pressures we face on resourcing, additional focus is required to ensure we keep our clients, members of public, staff and volunteers safe from physical and / or mental harm. The profile of this risk has become more acute recently. To mitigate this risk we have provided additional Safeguarding training, updated our Safeguarding policy and strengthened our procedures. We have also undergone a Health and Safety Review, are installing CCTV, are updating our emergency software and are upgrading the locks to our entrances
- Income – our income, across the board remains under pressure; from a risk perspective, the main consideration is the impact on our bottom-line and our longer-term sustainability. In particular:
 - Unrestricted Income - Levels of unrestricted income do not allow un-fundable needs to be met or core costs to be covered. Over the next three years, it is possible that the targets for unrestricted income will not be met and the impact would be a direct reduction in charity funds. Activities to manage the risk include regular meetings involving relevant trustees, the CEO and relevant members of the income generation team to review the delivery of the Income Generation Strategy and the reporting of progress at Finance Sub Committee and Board meetings.
 - Service Delivery margins - Margins from service delivery contracts do not cover the required level of overhead absorption. Over the next three years, it is highly likely that some contracts will be entered into with a lower rate of overhead absorption than required due to stringent funder restrictions. The impact would be to place a greater reliance on unrestricted and trading income to cover overheads. Activities to manage the risk include clear governance around the entry into new contracts and dialogue with funders during contract negotiations.
- Staff - Staff and volunteers do not have the right capacity / capabilities relative to their roles. Within the next year, there is a likelihood for this to be the case as we do expect staff turnover to increase / vacancies to be open for longer in line with external trends. The impact would be on the level of experience of staff members, potentially impacting service delivery quality. The profile of this risk has

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worsened somewhat this financial year as the result of the restructure. Activities to manage the risk include the implementation of the People & Culture Strategy and a continued focus on staff wellbeing (see page 11).

- Infrastructure – there is a need to ensure that our basic infrastructure (IT and premises) remains fit for purpose. Without immediate investment there is a real possibility that either or both start preventing us from delivering our model in the way we need / want to. We have now signed off an investment in our IT infrastructure that has embarked us on a 2-year roadmap to bring our IT infrastructure back to where it needs to be. We also have identified a programme of work to our buildings and a preferred builder to implement it and are exploring options to finance the works

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E Review of Financial Position

The Centre's business model

The 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

Total income increased by 65% (18% drop in 2022) to £5,345k (£3,248k in 2022), including £2,668k profit from the disposal of a property asset. Income from charitable activities fell 27% mainly due to a strategic decision to focus away from Insights (59%) an underspend in Beyond Business due to a change in staffing (28%) and reduced delivery in Employability (45%) and Advice (31%).

Income from donations and legacies increased by 72% (62% decrease in 2022) to £451k (£262k in 2022).

Expenditure decreased by 3% (5% decrease in 2021) from the previous year to £3,648k (£3,762k in 2022), including one-off payments to an amount of £400k we needed to incur in the context of the sale of the Health Centre and the restructure.

Overall, the total surplus for the year was £1,697k (£514k deficit in 2022).

As a consequence of this net current liabilities changed from a negative £875k to a positive £1,167k.

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

Nature	Source	2022-23	2021-22	2020-21	2019-20	2018-19
Restricted	Statutory	21%	54%	41%	36%	40%
	Corporate	8%	12%	11%	16%	18%
	Housing Associations and Social Landlords	5%				
	Trusts	0%	4%	15%	11%	10%
	Total	34%	73%	69%	65%	71%
Unrestricted	Income from hire of space	5%	10%	8%	11%	9%
	Other activities*	61%	17%	23%	24%	20%
	Total	66%	27%	31%	35%	29%

*Includes profit from property sale

Reserves

At 30 June 2023, the charity's unrestricted funds were in surplus by £2,636k (2022: £939k) of which £1,694k (2022: £2,474k) represents the Centre's fixed assets. Restricted funds at 30 June 2023 stood at zero (2022: zero). Total reserves increased to £2,636k (2022: £939k), represented by tangible assets with a net book value of £1,694k (2022: £2,474k) but also cash in the bank and at hand (£2,124k in 2023 versus £709k in 2022).

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. This year, the Board reviewed the Reserves policy 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 2023 were in surplus by £1,167k (2022: £875k in deficit) and can be seen in note 19.

The Bromley by Bow Centre

Trustees' annual report

For the year ended 30 June 2023

In November 2022, the Centre sold one of its property assets (see note 12). The aim of the sale was to eliminate the Centre's deficit position that had been building up following years of operational deficit and return free reserves to a substantial surplus, and ensure the Centre continues to support the local community for many years to come.

To support this aim, other than the sale of the property asset, Trustees and management sought to reorganise the Centre's structure with the aim of reducing overhead and improving delivery. Key targets are:

- growth in Service Delivery income based on existing contracts and securing new bids;
- further growth in unrestricted income, including from philanthropic sources;
- ongoing improvements in margins on service delivery contracts;
- tight monitoring of all costs where these do not have a direct impact on the delivery of high quality outcomes for our clients; and
- full year benefits of initiatives to adopt a flexible delivery model and reduce costs, mostly in support functions.

Cash and Cash Flow

Cash, which has been tightly managed this year, has improved by 184% to £2,124k (2022: £709k) as at 30 June 2023. During the year, the total cash increased by £1,415k (2022: increase of £459k), mainly due to the sale of the property asset (at which point most debts were settled as well). As some of the charity's income is received in large, irregular amounts, the funds held by the charity fluctuates during the year and cash does need to be monitored carefully.

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

The Board has considered the cash flow forecast to March 2025. This shows that the charity can pay creditors when amounts fall due without recourse to new funding.

The Board has reviewed the uncertainties surrounding the cash flow forecast, notably the generation of unrestricted income, but judge that these are not material given the surplus generated by the sale of the asset. As such, the trustees consider that there are no material uncertainties for the charity to be a going concern.

References

¹ ONS (Household Income Inequality), 2023 ^{2,3} ONS (Census), 2022 ⁴ DWP, 2021 ⁵ Cameron et al., 2022 ⁶ Bow Foodbank data, 2023 ^{7,8,9,10,11} ONS (Census), 2022 ¹² OHID (Fingertips), 2023 ¹³ NEL ICB, 2023 ¹⁴ Green (Baseline results of FVP Participants), 2022 ¹⁵ Using the MyCAW® measure. Statistical significance through a paired t-test. Clinical significance as cited by Polley M, Seers H, Cooke H, Hoffman C, Paterson C, 2007 ¹⁶ NHS England (Fuller Stocktake), 2022

The Bromley by Bow Centre
Trustees' annual report
For the year ended 30 June 2023

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, including the strategic 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 22 March 2024 and signed on their behalf by

Simon Bevan
Chair

Independent auditor's report
To the members of Bromley by Bow Centre
For the year ended 30 June 2023

Opinion

We have audited the financial statements of Bromley by Bow Centre (the 'charitable company') for the year ended 30 June 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Independent auditor's report
To the members of Bromley by Bow Centre
For the year ended 30 June 2023

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 contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

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

Independent auditor's report
To the members of Bromley by Bow Centre
For the year ended 30 June 2023

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.

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

Independent auditor's report
To the members of Bromley by Bow Centre
For the year ended 30 June 2023

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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)

Date: 22 March 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 110 Golden Lane, LONDON, EC1Y 0TG

The Bromley-by-Bow Centre

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

For the year ended 30 June 2023

	Note	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Income from:							
Donations and legacies	2	451	-	451	249	13	262
Charitable activities	3						
Employment & Skills		-	349	349	-	635	635
My Life		-	622	622	-	666	666
Community Connections		-	177	177	-	79	79
Beyond Business		-	89	89	-	124	124
Action for Bow		11	-	11	18	-	18
Advice Centre		-	582	582	-	841	841
Insights		98	21	119	268	24	292
		109	1,840	1,949	286	2,369	2,655
Other trading activities	4	277	-	277	331	-	331
Profit from disposal of asset	5	2,668	-	2,668	-	-	-
Total income		3,505	1,840	5,345	866	2,382	3,248
Expenditure on:							
Raising funds		512	-	512	419	-	419
Charitable activities							
Employment & Skills		-	625	625	-	633	633
My Life		-	909	909	-	865	865
Community Connections		-	248	248	-	194	194
Beyond Business		-	107	107	-	144	144
Action for Bow		25	-	25	15	-	15
Advice Centre		-	918	918	-	979	979
Insights		106	21	127	340	24	364
		131	2,828	2,959	355	2,839	3,194
Other trading activities		177	-	177	149	-	149
Total expenditure	6	820	2,828	3,648	923	2,839	3,762
Net income / (expenditure for the year)	7	2,685	(988)	1,697	(57)	(457)	(514)
Transfers between funds		(988)	988	-	(457)	457	-
Net movement in funds		1,697	-	1,697	(514)	-	(514)
Reconciliation of funds:							
Total funds brought forward		939	-	939	1,453	-	1,453
Total funds carried forward		2,636	-	2,636	939	-	939

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

The Bromley-by-Bow Centre

Balance sheet

As at 30 June 2023

Company number: 2942840

	Note	£'000	2023 £'000	£'000	2022 £'000
Fixed assets:					
Tangible assets	12		<u>1,694</u>		<u>2,474</u>
			1,694		2,474
Current assets:					
Debtors	14	381		418	
Cash at bank and in hand		<u>2,124</u>		<u>709</u>	
		2,505		1,127	
Liabilities					
Creditors: amounts falling due within one year	15	(1,338)		(2,002)	
Net current liabilities			1,167		(875)
Total assets less current liabilities			<u>2,861</u>		<u>1,599</u>
Creditors: amounts falling due after one year			(225)		(660)
Total net assets			<u><u>2,636</u></u>		<u><u>939</u></u>
The funds of the charity:					
Restricted income funds			-		-
Unrestricted income funds:					
Designated funds		13		13	
General funds		<u>2,623</u>		<u>926</u>	
			2,636		939
Total unrestricted funds					
Total charity funds			<u><u>2,636</u></u>		<u><u>939</u></u>

Approved by the trustees on 22 March 2024 and signed on their behalf by

Simon Bevan
Chair

The Bromley-by-Bow Centre

Statement of cash flows

For the year ended 30 June 2023

	2023		2022
	£'000	£'000	£'000
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	1,697		(514)
Depreciation charges	95		126
Fixed assets purchased	(36)		-
Fixed assets disposed	721		9
Profit from disposal of asset	(3,420)		-
Interest paid	25		41
Decrease in debtors	37		253
Increase/(decrease) in creditors	(258)		349
Net cash provided by / (used in) operating activities	(1,140)		264
Cash flows from investing activities:			
Interest paid	(25)	(41)	
Net cash provided by / (used in) investing activities	(25)		(41)
Cash flows from financing activities:			
Profit from disposal of asset	3,420	-	
AVIVA loan	(406)	(64)	
Resilience & Recovery Loan Fund	(360)	-	
URC Loan Fund	(75)	300	
Net cash provided by / (used in) financing activities	2,579		236
Change in cash and cash equivalents in the year	1,415		459
Cash and cash equivalents at the beginning of the year	709		250
Cash and cash equivalents at the end of the year	2,124		709

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,

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

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 assets and liabilities within the next reporting period.

c) Public benefit entity

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

d) Going concern

At year end, there was a surplus on free reserves of £1.0m. At the balance sheet date, the charity had bank balances totalling £2,123k and net current liabilities of £1,269k.

The Board has considered the cashflow forecast to January 2025. This included the charity investments with available funds after the profit from disposal of asset and shows that based on reasonable estimates of inflow, the charity has the ability to pay employees, trade creditors, statutory responsibilities and loan repayments when amounts fall due without resources of new funding. A reasonable estimates of additional inflow of funding and donations are equally predicted that further support the charity tradings.

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

Claims made through the UK Government's Coronavirus Job Retention and Support Schemes are recognised as income in the period during which the associated staff were

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

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

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

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

Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated

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 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 Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include

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 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

<input type="checkbox"/>	Freehold Buildings	2% of cost per year
<input type="checkbox"/>	Computer Equipment	20-25% of cost per year
<input type="checkbox"/>	Other Equipment	20% of cost per year
<input type="checkbox"/>	Fixtures and Fittings	10-20% of cost per year

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

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

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

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

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

2 Income from donations and legacies

	2023			2022		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Donations	451	-	451	229	13	242
Government Grants Income	-	-	-	20	-	20
	451	-	451	249	13	262

3 Income from charitable activities

Total funding from Government sources is £0.9M (2021: £1.0M).

	2023			2022		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
<u>Employment & Skills</u>						
ESOL for Integration	-	-	-	-	105	105
ESOL New City College	-	93	93	-	80	80
GLA London Youth Fund	-	42	42	-	55	55
Ingeus Central London Works	-	69	69	-	279	279
LCF Creative Communities	-	82	82	-	78	78
Others	-	63	63	-	38	38
	-	349	349	-	635	635
<u>My Life</u>						
Active Together	-	-	-	-	37	37
Communities Driving Change	-	-	-	-	53	53
East London Foundation Trust	-	-	-	-	115	115
ELFT	-	137	137	-	-	-
Healthy Cities	-	-	-	-	1	1
Lottery Community Fund	-	125	125	-	15	15
Mercers Spaces to Connect	-	-	-	-	32	32
Social Care	-	121	121	-	167	167
Social Prescribing	-	157	157	-	134	134
Young Londoners	-	-	-	-	34	34
Others	-	82	82	-	78	78
	-	622	622	-	666	666
<u>Community Connections</u>						
Bow Foodbank	-	30	30	-	38	38
Heat Hub	-	50	50	-	-	-
Network - Population Health	-	55	55	-	44	44
Space to Connect	-	-	-	-	3	3
Time Bank	-	-	-	-	(3)	(3)
Welcome Hub (formerly Connection Zone)	-	35	35	-	(3)	(3)
Others	-	7	7	-	-	-
	-	177	177	-	79	79
<u>Beyond Business</u>						
Investec	-	89	89	-	124	124
	-	89	89	-	124	124
<u>Action for Bow</u>						
Action for Bow	11	-	11	18	-	18
	11	-	11	18	-	18

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

3 Income from charitable activities (continued)

Advice Centre

BGET - East End Energy Fit 1	-	-	-	-	133	133
BGET Energise	-	174	174	-	-	-
BGET - More Energy	-	41	41	-	-	-
City Bridge Trust	-	-	-	-	43	43
East End Energy Fit	-	-	-	-	10	10
Eastend Homes	-	64	64	-	68	68
Energy Redress - East End Energy Fit 2	-	156	156	-	160	160
Energy Redress (Empower You Too)	-	15	15	-	149	149
Enhancing Community Support	-	-	-	-	30	30
Fuel and food vouchers	-	-	-	-	110	110
IAA Real	-	-	-	-	17	17
LBTH/Age UK - IAA	-	29	29	-	28	28
LCF Advice & Information	-	52	52	-	47	47
Others	-	51	51	-	46	46
	-	582	582	-	841	841

Insights

Consultancy	24	-	24	55	-	55
Regional Facilitator	-	21	21	-	24	24
Research, Evaluation and Training	57	-	57	178	-	178
Tours	17	-	17	35	-	35
	98	21	119	268	24	292

	109	1,840	1,949	286	2,369	2,655
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4 Other Trading Income

	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Rent and service charge income	277	-	277	330	-	330
Other Trading Income	-	-	-	1	-	1
	277	-	277	331	-	331

5 Profit from disposal of asset

	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Sale of Asset	3,420	-	3,420	-	-	-
Less: costs of sale of asset						
NBV of asset	721	-	721	-	-	-
Legal advice for Trustees (Russell Cooke)	1	-	1	-	-	-
Aviva Legal Fees	2	-	2	-	-	-
Aviva Early Redemption Fee	27	-	27	-	-	-
	751	-	751	-	-	-
Net profit from sale	2,669	-	2,669	-	-	-

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

5 Profit from disposal of asset (continued)

The proceeds from the sale of the asset was utilised for:

	Unrestricted	Restricted	2023			2022
	£'000	£'000	Total	Unrestricted	Restricted	Total
			£'000	£'000	£'000	£'000
Sale of Asset	3,420	-	3,420			
Repayment of:						
Aviva Mortgage	417	-	417	-	-	-
Resilience & Recovery Fund Loan	288	-	288	-	-	-
HMRC	794	-	794	-	-	-
Vitabiotics	100	-	100	-	-	-
Refund on rent 5 Nov to 25 Dec 22	23	-	23	-	-	-
Cash retained within the organisation	1,622	-	1,622	-	-	-

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

6a Analysis of expenditure (current year)

	Raising funds £'000	Employment & Skills £'000	My Life £'000	Community Connections £'000	Beyond Business £'000	Action for Bow £'000	Advice Centre £'000	Insights £'000	Cross Area Projects £'000	Other trading activities £'000	Governance costs £'000	Support costs £'000	2023 Total £'000	2022 Total £'000
Staff costs	275	313	495	134	59	15	530	38	-	79	-	731	2,669	2,772
Service delivery costs	54	103	85	25	9	-	34	63	-	-	-	-	373	492
Centre delivery costs														
Facilities, Property, Health and Safety	-	-	-	-	-	-	-	-	-	46	-	112	158	109
Finance and Accounting	-	-	-	-	-	-	-	-	-	-	29	145	174	226
General Management, Other	-	-	-	-	-	-	-	-	-	-	-	147	147	54
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	-	-	-	-	77	77	70
Information and Communications	-	-	-	-	-	-	-	-	-	-	-	50	50	39
	329	416	580	159	68	15	564	101	-	125	29	1,262	3,648	3,762
Governance costs	4	5	7	2	1	-	8	1	-	1	(29)	-	-	-
Support costs	179	204	322	87	38	10	346	25	-	51	-	(1,262)	-	-
Total expenditure 2023	512	625	909	248	107	25	918	127	-	177	-	-	3,648	3,762
Total expenditure 2022	419	633	865	194	144	15	979	364	-	149	-	-	3,762	

6a Analysis of expenditure (previous year)

	Raising funds £'000	Employment & Skills £'000	My Life £'000	Community Connections £'000	Beyond Business £'000	Action for Bow £'000	Advice Centre £'000	Insights £'000	Cross Area Projects £'000	Other trading activities £'000	Governance costs £'000	Support costs £'000	2022 Total £'000	2021 Total £'000
Staff costs	233	370	502	126	86	10	534	194	-	86	-	631	2,772	2,851
Service delivery costs	65	71	102	3	13	-	168	70	-	-	-	-	492	577
Centre delivery costs														
Facilities, Property, Health and Safety	-	-	-	-	-	-	-	-	-	18	-	91	109	125
Finance and Accounting	-	-	-	-	-	-	-	-	-	-	24	202	226	326
General Management, Other	-	-	-	-	-	-	-	-	-	-	-	54	54	15
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	-	-	-	-	70	70	44
Information and Communications	-	-	-	-	-	-	-	-	-	-	-	39	39	24
	298	441	604	129	99	10	702	264	-	104	24	1,087	3,762	3,962
Governance costs	3	4	6	1	1	-	6	2	-	1	(24)	-	-	-
Support costs	118	188	255	64	44	5	271	98	-	44	-	(1,087)	-	-
Total expenditure 2022	419	633	865	194	144	15	979	364	-	149	-	-	3,762	3,962
Total expenditure 2021	397	601	1,165	123	154	18	701	439	208	156	-	-	3,962	

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

7 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2023 £'000	2022 £'000
Depreciation	95	126
Profit on sale of assets	2,669	9
Operating lease rentals: Property	17	17
Auditors' remuneration (excluding VAT):		
Audit	17	16
VAT	5	4
Under accrual from prior year	1	4
	<u>2,804</u>	<u>176</u>

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

Staff costs were as follows:

	2023 £'000	2022 £'000
Salaries and wages	2,112	2,434
Redundancy and termination costs	269	12
Social security costs	210	227
Employer's contribution to defined contribution pension schemes	78	99
	<u>2,669</u>	<u>2,772</u>

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

(Includes gross salary and any benefits paid during the period, excluding pension contributions and employers' NIC)

	2023 No.	2022 No.
£60,000-£69,999	-	1
£70,000-£79,999	-	-
£80,000-£89,999	1	-
£90,000-£100,000	-	-
£100,000-£110,000	-	1
£110,000-£120,000	-	-
£120,000-£130,000	1	-
	<u>2</u>	<u>2</u>

The total employee benefits including pension contributions and employers' NIC of the key management personnel were £349,841 (2022: £268,496). Although this appears as a significant increase, we actually streamlined two layers of senior management into a single one, reducing the total senior management FTE from 6.8FTE to 5.5FTE. Due to an on-going vacancy we also worked with a contractor to lead the finance function, resulting in a higher than usual cost. The cost to the Centre of using the contractor is included in the total above.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2022: £nil).

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

9 Staff numbers

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

	2023 No.	2022 No.
Cost of raising funds	5	4
Employment & Skills	11	15
My Life	22	21
Community Connections	2	6
Beyond Business	1	2
Advice Centre	13	13
Insights	0	6
Support	18	21
	72	88

10 Related party transactions

The charity encourages each of its major local partnership organisations, i.e. Bromley by Bow Health ("BBBH"), the London Borough of Tower Hamlets ("LBTH"), Poplar HARCA and the United Reformed Church ("URC"), 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 did not receive any grants or donations (2022: £nil) from the BBBH. One of the charity's Trustees, Dr. Savitha Pushparajah, and the former Chief Executive Officer, Robert Trimble, are Partners of BBBH.

During the year, the charity received grants and contract income totalling £66,789 (2022: £141,350) from LBTH. One of the charity's Trustees, Mr Abdul Mannan is a LBTH Councillor

During the year, the charity received grants and donations of £239,500 (2022: £105,750) from Poplar HARCA. One of the charity's Trustees, Mr Paul Brickell, is the chair of Poplar HARCA.

During the year, the charity paid rent of £16,500 (2022: £16,500) to URC. One of the charity's Trustees, Mr Michael Gould, is a volunteer for Thames North Synod of URC.

The total value of donations from Trustees during the year was £5,959 from 2 Trustees (2022: £4,512 from 2 Trustees). There was one donation from a related party to the amount of £2,312.

11 Taxation

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

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

12 Tangible fixed assets

	Land and Buildings £'000	Plant and Machinery £'000	Fixtures and Fittings £'000	Computer Equipment £'000	Total £'000
Cost or valuation					
At the start of the year	4,196	77	33	115	4,421
Additions	5	-	17	14	36
Disposals	(1,470)	-	-	-	(1,470)
At the end of the year	2,731	77	50	129	2,987
Depreciation					
At the start of the year	1,723	77	33	114	1,947
Charge for the year	91	-	2	2	95
Disposals	(749)	-	-	-	(749)
At the end of the year	1,065	77	35	116	1,293
Net book value					
At the end of the year	1,666	-	15	13	1,694
At the start of the year	2,473	-	-	1	2,474

Land and Buildings

	Land £'000	Park Development £'000	Mary Buss House £'000	Health Centre £'000	Bromley-by- Bow Centre £'000	Enterprise Barn £'000	Total £'000
Cost or valuation							
At the start of the year	235	212	24	1,470	1,832	423	4,196
Additions	-	-	-	-	-	5	5
Disposals	-	-	-	(1,470)	-	-	(1,470)
At the end of the year	235	212	24	-	1,832	428	2,731
Depreciation							
At the start of the year	-	70	11	739	761	142	1,723
Charge for the year	-	4	-	10	68	9	91
Disposals	-	-	-	(749)	-	-	(749)
At the end of the year	-	74	11	-	829	151	1,065
Net book value							
At the end of the year	235	138	13	-	1,003	277	1,666
At the start of the year	235	142	13	731	1,071	281	2,473

All fixed assets held are for the benefit 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. Mary Buss House is subject to a charge as security for a loan facility from URC Thames North Trust which is detailed in Note 17. Historically, the Health Centre referred to the fixed asset occupied by Bromley-by-Bow Health Partnership and the Bromley by Bow Centre as the fixed asset where the charity operates from.

On 4 November 2022, the former was sold by the charity (see note 5) and had a charge as security for the loan from Aviva which is shown in note 17. Land with a value of £235,000 (2021: £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 2023

13 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 Appt Ltd, Fat Macy's Ltd, Grassroot Workshop CIC, Carmen's Family Coffee House Ltd, Imagen Ltd, InCommon Ltd, InDent Ltd, Juta Shoes Ltd, Lemonade Ltd, Performance Ready Strength & Conditioning Ltd, Supply Change Ltd, Wayfinders 2018 CIC (trading as "The Visionaries"), We Speak Ltd, Yarrow Films Ltd, Fast Flow Wellness CIC, Fresh Fruits Environmental Services CIC, Blackout Dance Camp CIC, Lammas Fare Ltd and Skate Gals & Pals CIC. It has not been possible to arrive at a fair market value of these shareholdings at 30 June 2023, which in any event is not judged to be material.

14 Debtors

	2023 £'000	2022 £'000
Trade debtors	319	230
Prepayments	-	5
Accrued income	62	183
	<u>381</u>	<u>418</u>

15 Creditors: amounts falling due within one year

	2023 £'000	2022 £'000
AVIVA loan	-	406
Bromley by Bow Health Loan	75	75
Vitabiotics Foundation Loan	-	100
Trade creditors	37	84
Taxation and social security	259	567
Other creditors	481	261
Accruals	114	72
Deferred income (Note 15)	372	437
	<u>1,338</u>	<u>2,002</u>

16 Deferred income

	2,023 £'000	2,022 £'000
Balance at the beginning of the year	437	462
Amount released to income in the year	(437)	(462)
Amount deferred in the year	372	437
Balance at end of the year	<u>372</u>	<u>437</u>

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

17 Creditors: amounts falling due after one year

	2023 £'000	2022 £'000
Resilience & Recovery Loan Fund	-	360
URC Loan Fund	225	300
	225	660

The Aviva loan was secured. 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 payable at 5.73%. With the sale of part of the Health Centre in November 2022, the Aviva loan became immediately repayable and the outstanding balance was settled in November 2022.

The Resilience & Recovery Loan Fund was obtained through Social Investment Business under the Government's Coronavirus Business Interruption Loan Scheme and is subject to a debenture security over the Centre's assets. Interest for the first year, at 9%, will be paid by the UK Government. Interest for the remaining two years is 6.5% per annum. The loan was repaid in the year.

available to February 2026 with all drawdowns repayable 60 months after the date of the first drawdown. Any drawdowns will be secured on the property known as Mary Buss House registered at HM Land Registry under the Title Number 269161. Interest on drawdowns is

18 Pension scheme

On 1 August 2014, and in compliance with workplace pension legislation, the charity introduced a Group Personal Pension Plan arranged through Scottish Widows. The charity contributes up to 6% of gross pay for all entitled employees depending on seniority, service and the employee's own contribution. At 30 June 2023, there were 49 (2022: 52) 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 £77,738 (2022: £98,922).

19a Analysis of net assets between funds (current year)

	Fixed Assets £'000	Net Current Assets £'000	Long Term Liabilities £'000	Total £'000
Unrestricted Funds				
Designated Funds	13	-	-	13
General Funds	1,681	1,167	(225)	2,623
Net assets at the end of the year	1,694	1,167	(225)	2,636

19b Analysis of net assets between funds (prior year)

	Fixed Assets £'000	Net Current Liabilities £'000	Long Term Liabilities £'000	Total £'000
Unrestricted Funds				
Designated Funds	13	-	-	13
General Funds	2,461	(875)	(660)	926
Net assets at the end of the year	2,474	(875)	(660)	939

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

20a 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
Restricted funds:					
Charitable activities	-	349	(625)	276	-
Employment & Skills	-	622	(909)	287	-
My Life	-	177	(248)	71	-
Community Connections	-	89	(107)	18	-
Beyond Business	-	582	(918)	336	-
Advice Centre	-	21	(21)	-	-
Insights	-	-	-	-	-
Other:	-	-	-	-	-
Donations and legacies	-	1,840	(2,828)	988	-
Total restricted funds					
Unrestricted funds:					
Designated funds:					
Mary Buss House	13	-	-	-	13
Total designated funds	13	-	-	-	13
General funds	926	3,505	(820)	(988)	2,623
Total unrestricted funds	939	3,505	(820)	(988)	2,636
Total funds	939	5,345	(3,648)	-	2,636

Expenditure on restricted donations

The relevant amounts are reported within Support Costs which are then allocated across the cost categories as shown in Note 6a so are included in the Expenditure figures for Charitable Activities in the table above.

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.

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

20b 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
Restricted funds:					
Charitable activities					
Employment & Skills	-	635	(630)	(5)	-
My Life	-	666	(861)	195	-
Community Connections	-	79	(193)	114	-
Beyond Business	-	124	(143)	19	-
Action for Bow	-	-	-	-	-
Advice Centre	-	841	(975)	134	-
Insights	-	24	(24)	-	-
Cross Area Projects	-	-	-	-	-
Other:					
Donations and legacies	-	13	(13)	-	-
Total restricted funds	-	2,382	(2,839)	457	-
Unrestricted funds:					
Designated funds:					
Mary Buss House	14	-	(1)	-	13
Total designated funds	14	-	(1)	-	13
General funds	1,439	866	(922)	(457)	926
Total unrestricted funds	1,453	866	(923)	(457)	939
Total funds	1,453	3,248	(3,762)	-	939

21 Operating lease commitments (leasee)

	Land and buildings	
	2023	2022
	£'000	£'000
Expiry date:		
Less than one year	16	17
One to five years	-	16
	16	33

The charity 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.

22 Operating lease commitments (lessor)

At 30 June 2023 the charity had amounts receivable under non-cancellable operating leases for each of the following periods:

	Land and buildings	
	2023	2022
	£'000	£'000
Expiry date:		
Less than one year	19	79
One to five years	6	23
Over five years	15	17
	40	119

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2023

23 Capital commitments

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

24 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.

25 Funds held on behalf of other organisations

At 30 June 2023 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.

2023	2022
£'000	£'000
110	69

Reference and administrative details

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:
Simon Bevan Interim Chair
Paul Brickell
Michael Gould
Abdul Mannan
Savitha Pushparajah
Obafemi Shokoya
David Smeed Treasurer
Rachel Smith

Company Secretary Graham Rowbotham

Chief Executive Officer Elly De Decker

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



**Bromley
by Bow
Centre**

The Bromley by Bow Centre Report and financial statement

For the year ended 30th June 2023

Company number: 2942840 Charity number: 1041653

THE BROMLEY BY BOW CENTRE

England & Wales - Charity number 1041653

Accounts



**Bromley
by Bow
Centre**

The Bromley by Bow Centre

Report and financial statements

For the year ended 30th June 2022

Company number: 2942840

Charity number: 1041653

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The Bromley by Bow Centre

Trustees' annual report

For the year ended 30 June 2022

The Trustees present their Report and Financial Statements for the year ended 30 June 2022.

A Overview

Chair's Introduction

2022 marked my 11th year working with the Centre – and it has been the hardest I have known, both for our community and for the charity.

The 2021 accounts produced a surplus, despite the pandemic. Although we were planning for a level of unrestricted income which would ensure another surplus in 2022, the reality quickly proved to be very different. The levels of Government funding and potential grants from corporates, trusts and foundations have all become much more difficult to access post-pandemic.

Following the Chancellor's recent Autumn Statement, the NCVO put out a hard-hitting statement, saying "that NCVO members have been asking themselves if we are letting government off the hook this winter, by stepping up and plugging the gaps in underfunded public services. Clearly charities are not going to walk away from communities at a time of need. But they cannot be taken for granted. NCVO members are making really tough decisions about what they can and cannot do. Many were forced to spend reserves to survive the pandemic and are now on the verge of buckling under the compounding pressures of increased demand, skyrocketing operational costs, eroding income, and challenges recruiting staff and volunteers."

That statement by the NCVO absolutely sums up our experience. During the past financial year, the Centre has had to deal with an existential crisis – not acting would have resulted in the charity having to close down. As shown in the results for the year to June 2022, we experienced a deficit of more than £1/2million and had to increase borrowings to survive.

Fortunately, the charity has had the foresight to build up a property portfolio over the years, which is privately owned by the charity and put to use for the community. Having taken professional advice and weighed up all the options, the trustees decided to realise sufficient value from the sale of one asset, the health centre, to clear our debts and also undertake a significant organisational restructure, which began after the year end, in order to ensure continued sustainable service delivery to our community.

Interest in the health centre was received from all the credible players in the healthcare market and some other potential investors; fortunately, the most attractive financial offer also happened to come from a buyer specialising in owning and managing healthcare buildings across the NHS and which is very sympathetic to our community health model. Working with partners like the GPs – and continuity of service provision for our community in the short, medium and long term - have been the prime consideration for the trustees in guiding decision-making.

Since the financial year end, having realised cash from the sale of the health centre, we've cleared debts, which will save significant interest and repayment obligations, and we have net cash for the first time in years as shown in the pro forma balance sheet as follows:

The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2022

Balance sheet (Pro forma and unaudited as at 30 June 2022)						
As at 30 June 2022						
	Audited Balance Sheet		Impact of sale of Health Centre		Adjusted Balance Sheet	
	£'000	£'000	£'000	£'000	£'000	£'000
Fixed assets:		<u>2,474</u>		<u>(721)</u>		<u>1,753</u>
Current assets:						
Debtors	418		-		418	
Cash at bank and in hand	<u>709</u>		<u>2,021</u>		<u>2,730</u>	
	1,127		2,021		3,148	
Current liabilities	<u>(2,002)</u>		<u>1,073</u>		<u>(929)</u>	
Net current (liabilities)/assets		<u>(875)</u>		<u>3,094</u>		<u>2,219</u>
Total assets less current liabilities		<u>1,599</u>		<u>2,373</u>		<u>3,972</u>
Creditors: amounts falling due after one year		<u>(660)</u>		<u>360</u>		<u>(300)</u>
Total net assets		<u>939</u>		<u>2,733</u>		<u>3,672</u>
The funds of the charity:						
Restricted income funds	-		-		-	
Designated funds	13		-		13	
General funds	<u>926</u>		<u>2,733</u>		<u>3,659</u>	
Total charity funds		<u>939</u>		<u>2,733</u>		<u>3,672</u>

The pro forma balance sheet shows the audited balance sheet as at 30 June 2022, the impact of the sale of the Health Centre and the last column an adjusted and unaudited balance sheet. The sale of the asset results in a reduction in fixed assets and a net cash receipt after repaying short and long term liabilities.

This gives the Centre a small buffer to face an uncertain future, in which the only certainty is that the need for our services is increasing and the funding to pay for those services is tightening. Despite those twin challenges, we do have a plan and we have more confidence in the charity's future and ability to provide what our community needs than at any time in recent years.

In this report we acknowledge the vital support we receive from our funders and partners. This support is increasingly important at this time, as our work becomes more vital and the pressure on funding remains very difficult.

I'd like to express thanks to all our people and our trustees, who contributed their time and expertise tirelessly during this crisis. And I want to thank Professor Ajit Lalvani, who for the past 8 years has been our Chair. Ajit is one of the world's leading experts on respiratory diseases and so Covid has been a major focus of his time since the pandemic started. Over the summer he asked to stand down as Chair – I am delighted to be able to confirm that he does remain a trustee though – and the other trustees asked me to take on the role on an interim basis. The trustees are conscious that a lot of recent attention has been inwardly-focused – largely by necessity given the existential crisis I mentioned. We will now engage more directly again with our members and the community.

Over the years we have been fortunate to have trustees, who may not now live in the local area, but who are very familiar with the needs of East London and have served our communities faithfully over many years. Prior to the pandemic we always had two or three active trustees who lived locally, most recently three long-serving local trustees: Marcia Maximin, Monjur Ali and Zenith Rahman – who is also a founding member of the Centre. For different reasons, all have left the board in the past couple of years and we need to address that.

The Bromley by Bow Centre

Trustees' annual report

For the year ended 30 June 2022

It is the trustees' responsibility to identify and co-opt new board members and they are then approved at the AGM. By next summer, we expect to have significantly augmented the board. There will be a review looking at our trustees' skills; at what is going to be needed for the next few years; and addressing the ideal board composition. During Q2 2023 we expect to be in position to have an open recruitment process with a clear view of the skills and cultural requirements, with a local lens applied when choosing between candidates. As part of that review, the trustees will also appoint a new permanent chair.

Finally, I also want to thank Rob Trimble for his incredible leadership and achievements over the 20 years he has been CEO. Rob embodies the spirit of the Centre and his positivity and passion for what we do is infectious. Rob and I are working with Elly De Decker during the planned transition period to his retirement as CEO in December and I wish Elly every success as she takes up the reins in January 2023.



Simon Bevan
Interim Chair

Welcome to our Annual Review

In some ways, this year has been no different in the way we have worked with compassion and determination to maintain quality services. However, our activity was delivered within a highly challenging economic environment, both for our charity and for local people.

Everything achieved in this report was made possible by our extraordinary staff, volunteers, local residents, partners and funders; all working together and striving to go above, and beyond, expectations.

A year in view

Our approach became more relevant than ever

Our approach means we address crisis needs first, then empower people to build skills and confidence, find opportunities, make friends and effect positive change.

Our charity, in partnership with the NHS-funded Bromley by Bow Health Partnership, works to deliver a multi-disciplinary, person-centred approach that helps address interrelated financial, social and health problems.

The Covid-19 pandemic highlighted how crucial our long established, embedded local charity is with its broad range of targeted support. Being there for local people at our Centre, day-in, day-out, is what we have always done best.



Participants at a theatre workshop with Chickenshed.



Residents express their concerns at a community event

This year has been difficult for our community

As we emerged from the COVID-19 pandemic, the cost of living and energy crises began. Pre-existing societal pressures have become worse. Widening wealth and health inequalities are being felt intensely by those on the lowest incomes.

Our diverse local neighbourhoods contain so much potential but they also have the odds stacked against them. The borough of Tower Hamlets has high levels of deprivation, housing costs and overcrowding, leading to an inevitable rise in social isolation, mental and physical ill health. Within this context, we work day-in, day-out to provide practical and emotional support.

Together, we stepped up to the challenge

Local people worked with us to jointly develop services and activities important to themselves and others. Many volunteered to start neighbourhood groups and enterprises to build local capacity. Group sessions expanded and isolated people continued to flourish at activities in our warm, welcoming community hub.

Demand increased significantly; particularly for emergency support, food and advice. Our advice teams worked tirelessly as complex casework increased by 44% and problems were compounded for many individuals and their families.



A workshop teaching local people how to save energy

Outdoor Zumba session run by one of our link workers



There has been joy in togetherness

We welcomed hundreds of local people back to the Centre for community events. People were longing to connect again after two difficult years of lockdowns and health challenges. Everyone was keen to have conversations, find out what was happening and receive down-to-earth advice.

A community wellbeing week in Spring brought people out after the long winter, 160 people attended a vibrant voting day where community-run health and wellbeing initiatives received funding. The energy and joy at our Summer of Wellbeing Festival was appreciated by over 500 adults and children. [See us on BBC London News](#)

“I support the incredible work the Centre does because it fills me with hope. Together, with the community, they focus on creating healthy humans and healthy places.”

Donor

Funding has been our greatest challenge

The Bromley by Bow Centre charity is not centrally supported by the NHS or the Government; each vital service has to be individually funded. Available funding shrunk significantly this year and Covid-19 produced a financial cliff-edge effect for many charities. This has inevitably resulted in a loss of income, whilst demand for our support continues to grow.

Our forward strategy is now one of consolidation and strengthening of the charity for the future. We are using some of our assets to provide financial stability in the short-term. An organisational review is ensuring we maximise impact, reduce costs through increased efficiency and maintain a strong and balanced funding portfolio.



Everything we do highlights how social factors are crucial in determining good health outcomes.

We are strong and optimistic about the future

We remain convinced that meaningful change will be driven by communities – and we are here to enable ours. We have been so since 1985, as part of our steadfast, long-term aims, working to empower local people.

Our outcomes framework measures the difference our support makes. We are combining our important assets - people, local connections, data and money - in new ways. We are optimistic that funding organisations will further support our enduring approach knowing that investment creates far-reaching, exponential value.

Service Delivery Preview

July 2021- June 2022

Our first responder team had **3,239** interactions with individuals and families, many in crisis requiring skilled support and rapid triage.

Our social welfare advice team managed a **44%** increase in complex casework as people's needs become more urgent and multifaceted.

Our advice team prevented 206 evictions. This is **23%** increase this year, directly benefitting well over a thousand people.

Our energy advice team supported over 2,800 individuals this year, an increase of **109%**

Bow Foodbank on site supported an average of 560 adults and 502 children per week. **21%** had never used a food bank before.

93% of people referred with mental health issues engaged with our specialist social prescribing service and attended a total of 553 link worker support sessions.

60% of people who engaged in our employment programme for people with disabilities achieved sustained employment.

468 people engaged in our ESOL programme gaining English skills with many going on to achieve qualifications.

We engaged over **2,630** local people in a variety of community building activities and events.

8,795 hours of structured support were provided to people with disabilities by our social care team.

About us



Who we are

The Bromley by Bow Centre is a grass-roots charity, a vibrant hub embedded in a diverse community in Tower Hamlets, East London. We exist to empower some of the most vulnerable individuals and families in one of London's most challenging boroughs. From support with bills, building long-term financial resilience, improving emotional or physical health or gaining skills and qualifications to access employment, we are here.

We offer a safe, welcoming, green space at the heart of the community: a place where everyone is welcome and can just be, meet and make friends, access the support they need or have a cup of tea.



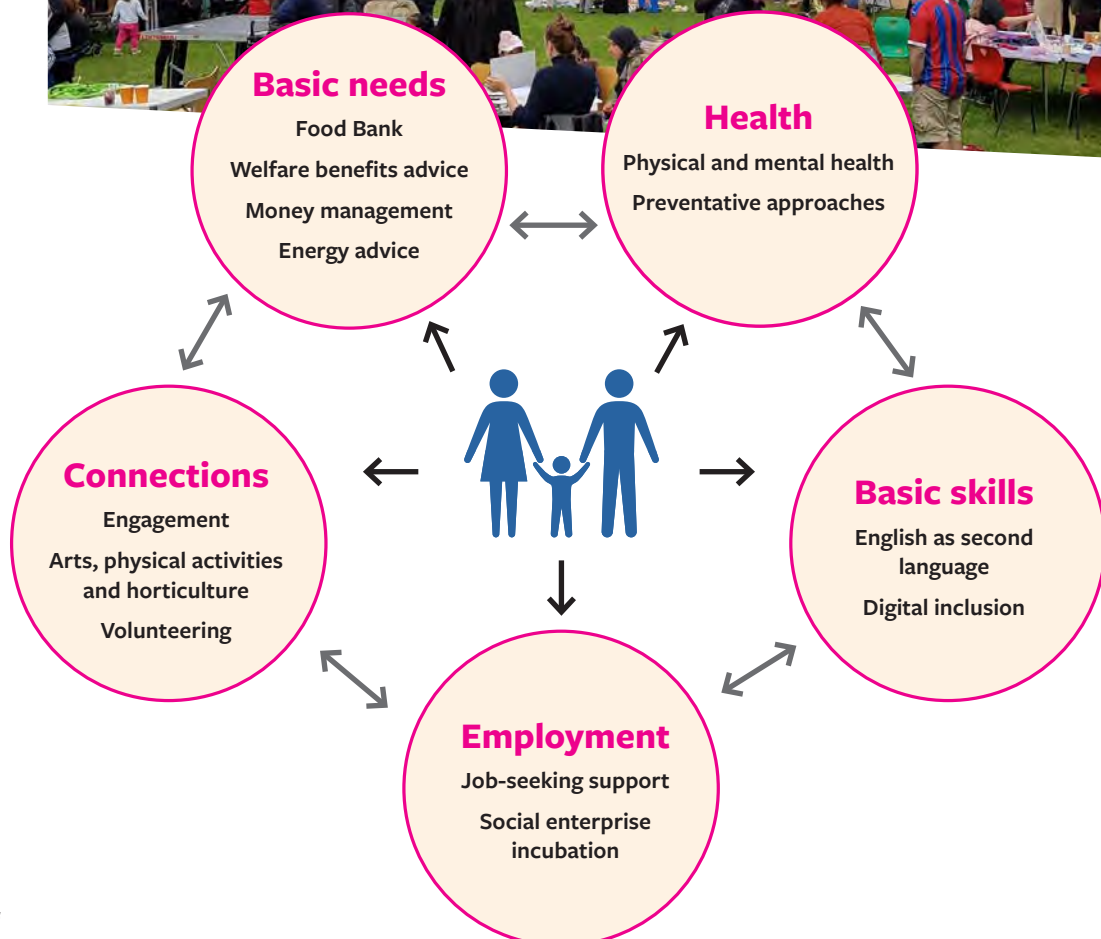
The Bromley by Bow model

The Centre, with its charitable activities, works jointly with local NHS health services to tackle high levels of health inequalities in our community. This is because we know that health is primarily driven by social and economic factors. In everything we do together, we seek to inspire people and support them to build capacity and enterprise for their neighbourhoods, developing a sense of purpose and achievement and fostering a culture of community activism. We help make local change happen and give people hope for a positive future.

We call this the Bromley by Bow Centre Model, delivered in partnership with local people, community organisations and with the NHS-funded Bromley by Bow Health Partnership and other local health centres, serving over 50,000 patients.

The Bromley by Bow Centre charity - in a nutshell

1. We are a local **charity based** in the East London borough of Tower Hamlets
2. We are situated in **green space** maintained for, and by, local people
3. Our staff and volunteers are crucial to the quality of **what we do**
4. We offer **holistic and integrated support** across **health and wellbeing**
5. **We engage** with the **local community** and build strong relationships
6. And offer **tailored services and crisis support** to those **who need it**
7. The **community's voice** is at the heart of everything we do
8. Our ethos is one of **empowerment** and building **community capacity**
9. We work to build strong **partnerships** whenever we can
10. We seek to **learn** from what we and others do and **share** that learning



Our local area

The Bromley by Bow Centre operates in the fastest growing borough in London. Tower Hamlets is rich in cultures, languages and ethnicities, living harmoniously in a way that many world cities envy. Social enterprise, creativity and the arts are predominant. The area also has high levels of deprivation, excessive housing costs and chronic overcrowding. Prevalence of mental health issues and loneliness are inextricably linked to growing deprivation.

At **44%** Tower Hamlets has England's highest **deprivation** rate of residents aged over 60, and a prevalence of social isolation and mental ill health.

Unemployment rates **double** that of London and the national average are regularly experienced in our neighbourhoods.

56% of our youngest residents experience **child poverty**. Over 25% of children at year 6 are overweight or obese.

19% of Tower Hamlets adults suffer long-term **physical and mental ill-health** with a strong link to social and economic factors.

The Centre's green space provides recreational space for local families and horticultural plots for community groups to build skills.



An aerial view of the Centre as a green oasis taken from a City Airport flight.

IMD 2019 Income Deprivation Affecting Older People https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/835115/10D2019_Statistical_Release.pdf

<https://democracy.towerhamlets.gov.uk/mgConvert2PDF.aspx?ID=191230#:~:text=Poverty%20in%20Tower%20Hamlets,-3.&text=Once%20housing%20costs%20are%20taken,4.> With housing costs taken into account.

Monthly ONS claimant data on Nomis for local wards 2022

https://www.towerhamlets.gov.uk/Documents/Borough_statistics/Research-briefings/BoroughProfileHealth.pptx

<https://fingertips.phe.org.uk/static-reports/health-profiles/2019/e09000030.html?area-name=tower%20hamlets>



Building Community

413 adults attended our Summer Festival of Wellbeing, bringing **220** children.

17 community-generated groups and **4** social enterprise businesses have been incubated this year

500 local people became involved in community research projects

Measuring our impact

A jointly-owned community outcomes framework

Our community-informed outcomes framework was developed with leading research partners and with local people. The framework measures the difference our support makes and has six broad outcomes with a range of domains and indicators. All of our work is targeted at one or more of these outcomes.

We employ a series of methods to monitor and measure impact, comparative qualitative and quantitative data before and after interventions to determine progress.

Six outcome measures

1. **Basic needs met** 
2. **Strengthened personal resources** 
3. **Connected to others** 
4. **Built knowledge, skills and opportunity** 
5. **Connected to place and community** 
6. **Contributed to the community** 

Six evaluation principles

1. **We value each person**
2. **We use inclusive methods**
3. **We pay attention to how we work**
4. **We make evaluation feel natural**
5. **We use our knowledge to learn**
6. **We are consistent and rigorous**

Impact case study: Energy support (Empower You Too)

This energy scheme demonstrates the application of our outcomes framework. The service provided three strands of support: to individuals, groups and networks. One-to-one appointments, workshops and six-week Energy Champion training were all supplemented by training and resources to build community capacity.

Over 1,750 unique households were provided with energy advice. The majority of people were in receipt of a state benefit and the main ethnicity was Bangladeshi.

At the start of engagement, only 14% of people agreed that they had enough money to pay their bills.

The project activities worked towards three aims for individuals by the end of the programme:

- **Meeting basic needs:** 55% of project participants (n=174) agreed that their finances were more under control as a result of the project.
- **Building knowledge and skills:** 75% of participants (n=174) agreed that they now knew how to get the support they needed.
- **Taking action for themselves and others:** 85% of participants surveyed (n=155) agreed that they had used the new knowledge they had gained to improve their day to day life.

Strengthened personal resources/connected to others.



3,560 unique individuals enrolled for services at the Centre during the year, exceeding pre-pandemic levels.

Many people visited our café and park every week, some with their families, others experiencing isolation and seeking human connection.

Our services were delivered by **71** employees and **72** volunteers.

Our Services



The work we do:

- The following pages detail the **many services** we have provided this year.
- Each service at the Centre works towards **positive outcomes** for local people.
- These are shown individually but they work in a **joined-up and holistic way**.

Measuring outcomes:

- The **colour coding** on each page indicates the most relevant outcomes indicators.
- We show broad outcomes indicators here but our work is **complex and nuanced**.
- There are many supplementary and **intangible outcomes** from the work we do.

Measuring the difference we make:

1. **Basic needs met**
2. **Strengthened personal resources**
3. **Connected to others**
4. **Built knowledge, skills and opportunity**
5. **Connected to place and community**
6. **Contributed to the community**

Advice Services

Social Welfare Advice

This year, more residents were under increased pressure trying to pay their bills, faced with an impossible choice of putting food on the table or paying housing costs. Many of those unable to pay rent, faced eviction and homelessness.

Through one-to-one, free, independent and confidential advice on welfare benefits, housing, debt and utilities, we were able to maximise people's income and reduce debt levels. Our team helped sustain tenancies, prevent homelessness, set up payment plans for rent arrears, provide money management, budgeting and digital support.

A 44% increase in complex cases was managed and 23% more evictions were prevented this year

Social Welfare Advice

Number of people supported **2,776**

Total number of advice sessions, in person and remote support **4,586**

Total number of matters managed **3,869**

Total people requiring complex casework support **722**

Number of evictions prevented **206**

Income maximisation, backdated awards and debt written off **£1,297,260**



Energy Advice

The energy crisis has put extra pressure on vulnerable residents with low incomes. Many faced difficulty trying to keep pace with energy bills, trying to understand what help and support they could access. Our energy advice team provided face-to-face and virtual appointments to help reduce debt, maximise income, reduce fuel poverty and improve energy efficiency. Energy workshops were rolled out and we trained 60 Volunteer Energy Champions to build knowledge and expertise to share within their own communities.

The number of people supported increased by 109%

Energy Advice

Number of clients supported (average 2 sessions) **2,809**

Annual gain in income; awards, debt written off, switching and challenging bills **£1,128,739**

Number of people attending 81 energy workshops **746**

Number of Energy Champions trained to Level 1 qualification **60**

Total people supported with fuel vouchers **1,300**

Number of fuel vouchers issued **1,613**

Total value of fuel vouchers **£80,000**



Gerard's story

Coming back to the light after a difficult period

[Click here to read Gerard's story](#)



Bow Foodbank

Throughout the year, we provided a home for this essential community partner, an independent foodbank charity that has served the local community since 2014, utilising around 200 volunteers. This partnership has presented important opportunities for linking foodbank attendees into support services such as advice, employment and learning classes.

20.9% of visitors this year attended a food bank for the first time.

Bow Foodbank

Average number of people supported weekly **560 adults and 502 children**

The highest number of people in one week **905 adults representing 865 children**

People attending for the first time **2,957 adults representing 5,358 children**



Employability, Enterprise and Learning

Employability Support for people with disabilities

Our employability team supports people through the process of finding work and taking next steps on their career path. This includes, creating a competitive CV, making applications, building confidence, and developing presentation and interview skills.

During the year, the team, funded by Ingeus and working in partnership with Job Centre Plus, supported candidates who experience physical and mental ill health to find work. Individuals were provided with tailored support and guidance and this resulted in a high percentage of people achieving sustained employment.

60% of people registered gained sustained employment.

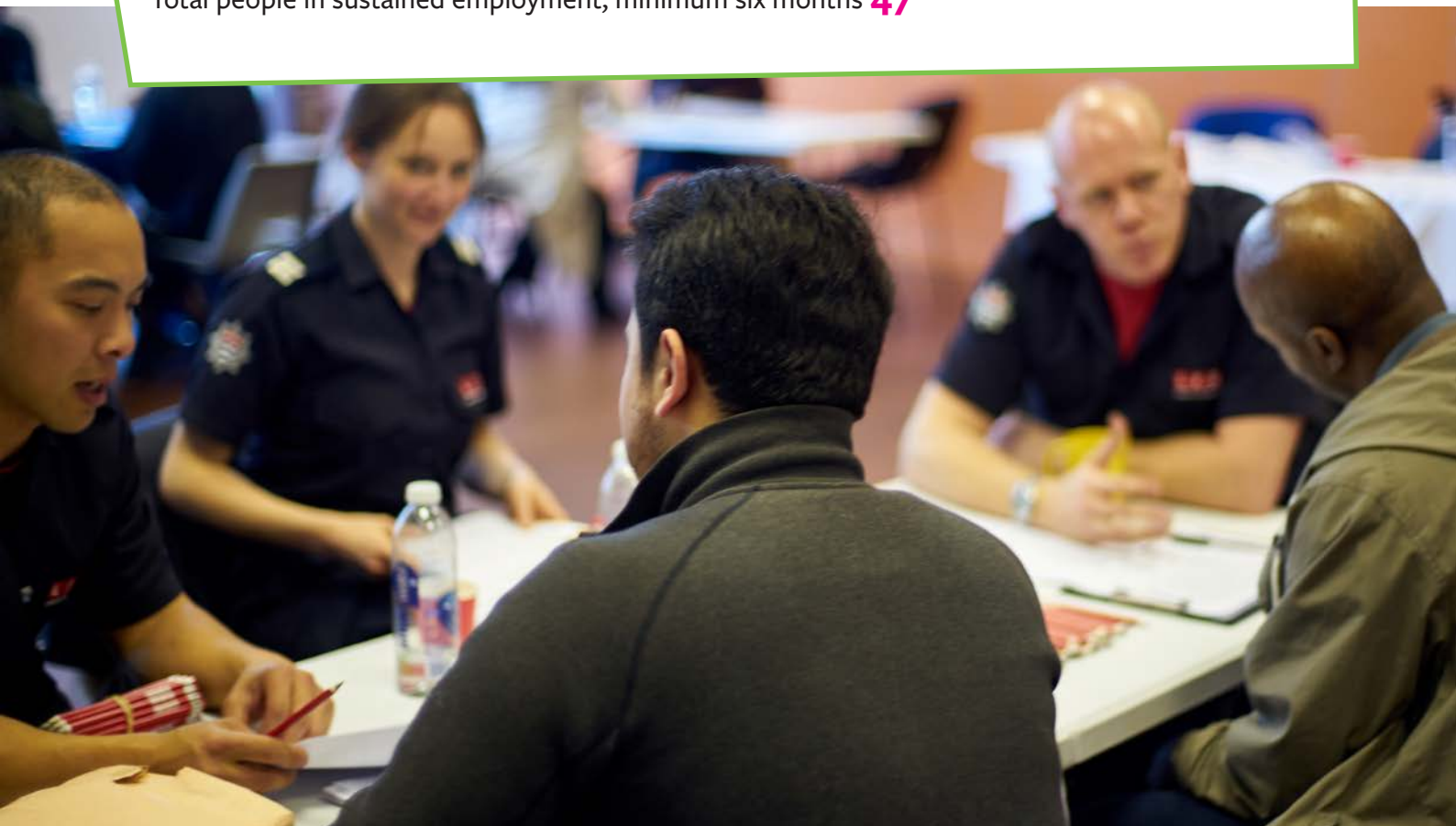
Employability Support (people with disabilities)

Number of people registered **79**

People given employability support **65**

Those securing work or volunteering **56**

Total people in sustained employment, minimum six months **47**



Creative skills courses

This programme builds knowledge, skills and opportunities in the creative industries. Well-attended creative skills sessions and employability workshops were delivered with a number of creative and arts partners. Creative activities included mosaics, stitching and the cultural art of embroidery; willow weaving, photography, copper foil plating and glass skills.

Programme highlights include Traces – Stories of Migration in collaboration with the London College of Fashion and Making for Change, techniques to create a story cloth. A partnership with theatre company Chickenshed delivered participatory drama and theatre art sessions. Watch the video on page 26.

112 people achieved specific, positive outcomes (see bottom of page)

Creative Skills

Total number of individuals enrolled **121**

Number of people achieving specific, positive outcomes* **112**

Number of sessions run **95**



Martin's story

From a low place to firing on all cylinders

[Click here to read Martin's story](#)



*Outcomes include: volunteering: 33, secured employment: 21, arts work placement: 10, further training: 22, arts-specific training: 26. One participant achieved a BTEC Level 3 Diploma in Performing Arts Practice

Arts, sports and skills for 10-21 year-olds

Sports activities and martial arts sessions started in September 2021 with our community partner, Spotlight. The sessions averaged 20 to 25 attendees each week. Other activities included archery lessons, table tennis and pool to build ability, confidence and social networks. The programme also delivered creative arts sessions and co-produced a range of excursions for young people and their families, supported by volunteers.

A leadership programme was delivered that focused on employability skills, confidence, motivation and inspire sessions. Young people were supported by a mentoring scheme.

186 young people attended 46 skills sessions to build skills, confidence and connection.

Yasin's story

A young person with a bright future,
building his skills and experience

[Click here to read Yasin's story](#)



English for Speakers of Other Languages (ESOL)

ESOL courses are designed to give local residents the English skills they need to participate in everyday life, build confidence and grow their social networks.

140 of the 350 informal participants this year were engaged on the ESOL for Integration Fund Summer Programme (EFIF). The project attracted a broad range of participants through innovative approaches. 55 different ‘English sessions’ were offered; including singing, opera workshops in partnership with English National Opera, digital and conversation sessions, arts and crafts, sport sessions and trips.

86% of all those entered for ESOL exams achieved an accreditation.

English for speakers of other languages

Number of people engaged on our programme **468**

Total learners on the ESOL for Integration informal programme **350**

Number of people prepared for exams **114**

Total reading, writing, speaking and listening accreditations **71**

Pass rate **86%**

Over a third of our local residents use a main language other than English, compared with 8% nationally.



Digital Inclusion

In Partnership with JP Morgan, we supported 70 clients at risk of digital poverty. They were given digital skills sessions and each participant of the programme, ‘Everyone connected,’ received a computer tablet to use at home.

As part of National Databank via The Good Things Foundation, the team was able to provide SIM cards with free access to the internet to five of our ESOL learners who were unable to get online.

70 computer tablets were provided to digitally excluded individuals and families.



Social enterprise incubation – Beyond Business

Our award-winning enterprise programme, Beyond Business is funded by Investec and assists emerging social enterprises in East London. Successful applicants receive funding, training and support to help launch their businesses.

Since 2011, 55 new social enterprises in Hackney, Tower Hamlets and Newham have been supported. Four winners emerged this year from the comprehensive selection process. Each business is focusing on a different social outcome. We continued to work with alumni, supporting them through the issues they face as a consequence of the pandemic.

Four new social enterprises were supported this year making a total of 55 businesses launched*.

Samreen's story

An entrepreneur building a business with a sustainable vision

[Click here to read Samreen's story](#)



2021 – 2022 Social Enterprises launched

Aberfeldy Boxing Club <https://aberfeldyboxingclub.co.uk/>

A socially-conscious club using volunteers to run boxing classes for people of all ages, genders and disabilities. The club has set up a thriving anti knife crime initiative.

CND Studio <https://www.cnds.studio/>

The UK's first natural dye studio promotes the sustainable practices of plant and food-waste based dye for textiles that can be used across the spectrum of design.

Vita Bites <https://www.vitabites.org.uk/>

Nutritious, protein-dense Vita Bites are handmade by volunteers. The energy balls are a temporary meal substitute for homeless people, vulnerable families and households, who are experiencing food poverty.

In-use www.inuse.org

An eco-friendly design studio that upcycles packaging waste into filaments for sustainable 3D print services. Their clean technology products are socially beneficial and safe for the environment.



Integrated Health and Wellbeing



Our first responders

Engaging with our 'welcome hub' team is often the first interaction people have with the Centre. They provide a vital service; helping many people in crisis and referring them to timely, appropriate support. Most common issues presented this year were financial and housing concerns, rising energy bills and low levels of English.

The first responder team maintains strong links with local community organisations. They lead on information and outreach for local services and on joint health initiatives with Bromley by Bow Health Partnership. The team runs many resident-led activities, connecting people with others and inspiring them to fulfil their potential.

367 people attended new group sessions introduced in the welcome hub this year.

First responders – Our Welcome Hub

Total people interacting with the first responder team **3,239**

Total number of calls logged and managed **1,547**

Total number of in-person visits managed **1,692**

Total number of onward referrals **2,093**

Group sessions; arts, social, walking, mindfulness and LGBTQIA+ **65**



Social prescribing

The Centre's social prescribing team works in close liaison with community organisations and local NHS health care practices who refer patients. The skilled link workers provide person-centred support, giving people time to talk. Individuals are supported to access appropriate services within the Centre and across East London.

The social prescribing link workers participate in our many knowledge-share events and activities. Interest continues to grow in the Centre's integrated health approach and reputation as a leader in social prescribing, gained over multiple decades of practical application.

895 people were supported by the Centre's core social prescribing team.

Social Prescribing Service

Number of people supported **895**

Total number of onward referrals and signposts **970**

Number of community services referred to **53**

Average attendance at quarterly E3 community networking events **18**



Social prescribing for mental health

This expansion of the Centre’s social prescribing service, supported by East London NHS Foundation Trust, creates specialist link workers who provide social prescribing support to people coping with mental ill health.

A series of support activities were introduced. This includes a monthly mental health group with Tower Hamlets Talking Therapies, a weekly LGBTQIA+ support group and regular Zumba exercise classes for wellbeing, fun and connection. The service was featured on [BBC London News](#) in March 2022.

161 people were given **553** one-to-one sessions to improve their mental health.

Social Prescribing for Mental Health (ELFT)

Number of people referred **173**

Number of people supported **161**

Individual specialist link worker 1-2-1 sessions provided **553**

Onward referrals and signposts to community services **344**

People engaged with monthly mental health group workshops* **25**

Number of LGBTQIA+ group sessions delivered **24**

*With Tower Hamlets Talking Therapies



Read an interview with our specialist social prescribers
www.bbc.org.uk/news/talking-about-mental-health/

Social prescribing service innovations

Shahanaz's story

A specialist Social Prescribing Advice Link Worker providing vital support
[Click here to read Shahanaz's story](#)



1. A dedicated **Social Prescribing Advice Link Worker** was introduced this year focusing on issues around debt, housing, benefits and energy and the complex issues underpinning many of these problems.
2. A **social prescribing pilot with young people** took place to improve mental wellbeing, remove stigma and create a space to speak openly about anxiety, exam stress, self-harm, bullying, self-worth, suicidal ideation and abuse
3. Four **E3 Networking Breakfast events** were run to facilitate joint working with local community organisations across two primary care networks. Attendance averaged 18-30 local attendees.
4. A **Fruit & Veg on prescription pilot** with Alexandra Rose Charity was set up for low income households. Vouchers and lifestyle support is delivered via social prescribing so each person's holistic needs can be fully assessed*

*Project starts in the next financial year July 2022 – June 2023



Community development and capacity-building

Working with our charity and Bromley by Bow Health Partnership, the population health team is located in local health centres, facilitating community-building events and activities.

At community events, 70 parents helped identified priorities for joint working to make the area better for families; activities, safety and mental health. A community leadership, professional training programme was introduced to 74 people.

160 people attended a vibrant community voting day in May where 17 local projects pitched for, and received, funding. 17 local people volunteered to develop and run these community health and wellbeing initiatives to benefit over 200 people in six-months.

2,630 people engaged with outreach and events to help build community-run services.

Community Development

Number of people engaged during outreach and events **2,630**

Total number of volunteering hours offered **302**

Local projects receiving funding and incubation support **17**

People attending regular sessions **50**

New leaders identified and undergoing development **17**

Number of people trained **74**



Carol's story

A volunteer helping to unleash the power of community

[Click here to read Carol's story](#)



Sports and physical activities

These programmes enabled us to reach residents of all ages and to develop beneficial partnerships. Active IQ Influencing Health and Wellbeing training was provided for individuals and for young people, aged 16-21 to build fitness, skills and confidence. Funding from East London Foundation NHS Trust (EFLT) was extended by a year as a result of a successful training pilot programme.

Active Together was the first delivery of a project specific to families being active together. Engaging activities were delivered that encouraged collaborative physical exercise using the local environment.

ELFT training funding was extended for 12 months due to a successful pilot programme.

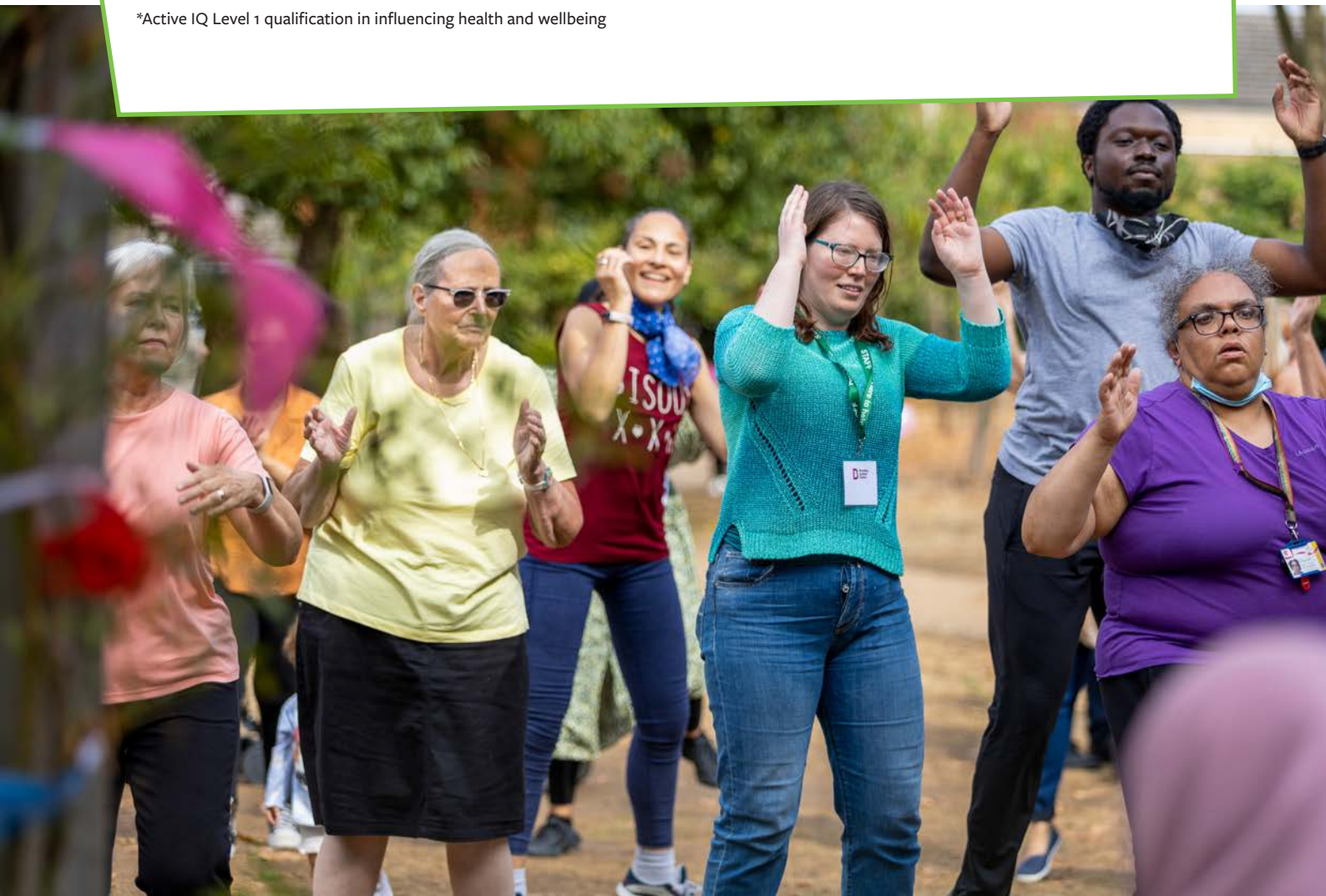
Sports and Physical Activities

Individuals trained and awarded a qualification* (ELFT) **26** (28 completed)

Young people trained and awarded a qualification* (GLA) **20** (June to Dec 2021)

Families participating in Active Together (Sport England) **39**

*Active IQ Level 1 qualification in influencing health and wellbeing



Arts and horticulture

Engagement with the arts is central to our work at the Bromley by Bow Centre. Arts activities, classes and workshops form the basis of many services in this report. Four resident artists delivered sessions covering pottery, mosaics, textiles, stained glass and stone carving. These projects with local people helped address issues such as mental ill health and social isolation. 11 different community art exhibitions were curated on site.

Twice weekly horticulture groups have helped participants to enjoy the outdoors, build skills, connect with others and contribute to the environment they enjoy in the Centre’s park.

321 multi-hour arts classes were held for the community by our resident artists.

96 horticulture group sessions were held throughout the year.

A video output from our collaboration with Chickenshed Theatre can be seen [here](#).

Tracey’s story

An inspiring person transforming her life
[Click here to read Tracey’s story](#)



Community Social Care



Adults and 50 plus

The Centre's adult social care service provides a personalised programme of activities, supporting people with a range of learning, physical and complex needs to live as independently as possible. The service is commissioned as part of the new Tower Hamlets learning disabilities activities framework. Service delivery was supplemented with non-statutory funding to support local adults over 50. This enabled the social care team to introduce cook and company sessions, games, Pilates and other social activities. An exciting partnership with theatre company Chickenshed delivered participatory drama sessions (see video link on page 25)

8,795 hours of structured support were delivered to 23 regular participants.



Research and Knowledge Share

Bromley by Bow Insights successfully delivered activities across its three areas of work; research and evaluation, support for on-going development of the Bromley by Bow model and sharing and exchanging knowledge with others.

The Insights research and evaluation team made considerable progress with the development of our outcomes measurement framework and carried out a number significant community research projects, informing local priorities.

The demand for in-person study visits returned, complementing the virtual programme, with considerable interest in the development of collaborative networks to support health and wellbeing in communities in the face of the cost of living crisis.

In 2022, Insights supported the development of a number of health and wellbeing hubs, including plans for the development of four substantial new ones in London and the South East.

2,056 people attended in-person and online knowledge-share activities.

Sharing our knowledge (Bromley by Bow Insights)

In-person knowledge-share events run **28**

Attendees at in-person knowledge share events and workshops **531**

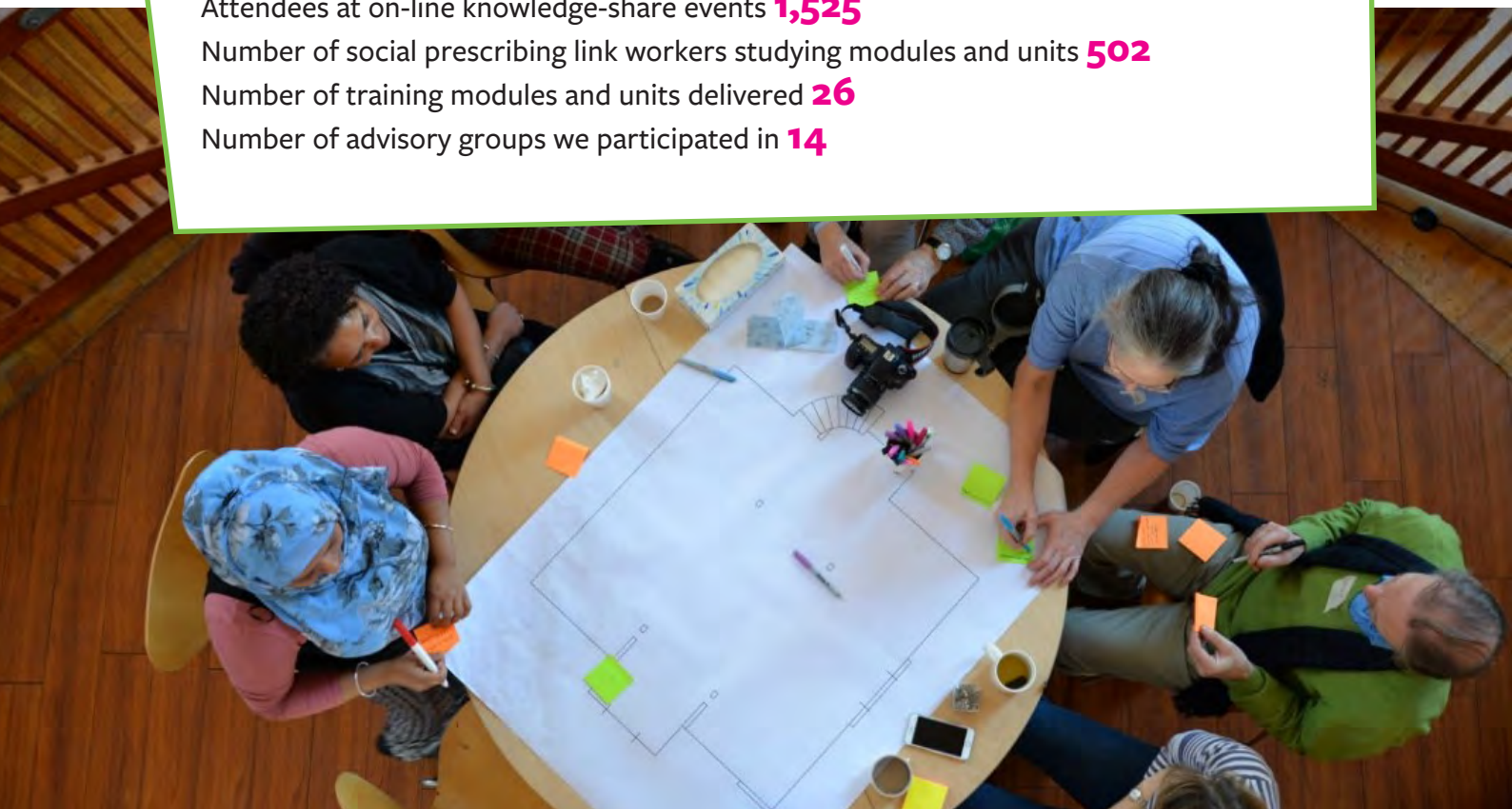
Number of on-line knowledge share events, webinars and workshops **29**

Attendees at on-line knowledge-share events **1,525**

Number of social prescribing link workers studying modules and units **502**

Number of training modules and units delivered **26**

Number of advisory groups we participated in **14**



Community Research

Community research projects this year included, Space for Children's Wellbeing, What makes the best start in life for children in Tower Hamlets in 2022, COVID-19 and Long Term Health Conditions: Interaction with Ethnicity and Migration Insights and Peer Support Research.

Community Research

Comprehensive community research projects completed **3**

Major co-production projects completed **3**

Organisation-wide research events held **2**

Co-production workshops, celebrations, training and family sessions **37**

Parent Power co-produced community magazine printed and distributed **1,750**

Total community members participated in research activities and events **500**

Project evaluations (including one participatory) **3**



The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2022

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 last updated at the Annual General Meeting held on 17 September 2020.

Public Benefit and Objects

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."

We have referred to the Charity Commission's guidance on Public Benefit (PB1) and concluded that the stated objects and the activities of the Centre are beneficial in a way that is identifiable and are of benefit to a sufficient section of the public. This Annual Report explains how the Centre has carried out the charity's objects in accordance with the guidance on reporting (PB3).

Trustees and their responsibilities

The governing body is the Board of Trustees ("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 38 but are not Directors as defined in Company Law. The Board met seven times during the 12 months to June 2022. Members of the ELG are invited to attend all Board meetings and the annual general meeting.

The Board comprises a minimum of six and maximum of 15 Trustees and is currently at a level which the Board feels is adequate. The number of seats on the Board available to Nominees was increased to four at the AGM on 17 September 2020. There are currently 9 members of the Board. Trustees serve an initial term of three years and can be elected for a maximum of 12 years. In August 2022, Ajit Lalvani stepped down as Chair and the Treasurer, Simon Bevan was appointed Chair on an interim basis. The position of Vice Chair, which had been previously occupied by David Smeed, became redundant with this change in Chair, and David took on the place of Treasurer in place of Simon.

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

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- 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

Trustee Training

A structured induction programme has been 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 will be reviewed and improved at the time when a new Trustee is next appointed.

The Board arranged Back to the Floor days for Trustees which had been paused during the pandemic. The purpose of these sessions was to give trustees hands-on experience of the Centre's work, covering a range of the programmes delivered. In the absence of these sessions this year, individual senior managers have been invited to join regular Board meetings to discuss the projects that they are working on and answer questions from the Trustees. For the annual Board Strategy session, several senior managers recorded a summary of their areas of responsibilities before the meeting and answered questions from Trustees on these.

Trustee Biographies

Simon Bevan is executive Chair of Unifrutti Group, a Trustee of the Churchill Fellowship and Head of Partner Matters at Grant Thornton UK LLP. Simon is a qualified coach and has over three decades' experience of auditing, and working with the stakeholders of, successful high growth businesses, especially in the professional services sector. He has been a partner and held senior leadership and governance roles in two large accounting firms and therefore brings finance, leadership and governance experience to his role with the Board. Simon became a Trustee on 30 November 2011 and was Treasurer until becoming Interim Chair in August 2022. Until becoming interim Chair; Simon was a member of BENSC and chaired the FSC; he remains a member of the latter committee.

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

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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 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 chaired the Board until August 2022.

Abdul Mannan grew up in the local community since 1980, He has seen how the Bromley-by-Bow Centre has evolved over the years and is proud to be part of the community. Abdul's background is in IT and in his early years worked for IBM as computer engineer, HP, and later in life worked for the National Grid as head of the infrastructure department. Abdul's community involvement is as follows: chair of Poplar HARCA estate board for 8 years (Devon's Estate), member of the Bromley-by-Bow Centre and local school governor. Currently he is a member and a key decision maker in island network in Dockland which during the pandemic distributed over 55,000 food packets and was recognised by Canary Wharf groups and DLR which has the name plate on their trains. In addition, Abdul is a councillor in the Bromley-by-Bow ward and chair of housing and regeneration. Currently he runs his own college and exam Centre for ICQ and NCFE board. Abdul joined the Board in September 2022 as the Mayor's representative.

Dr Savitha Pushparajah is a GP Partner in BBBH, which has a close working relationship with the Centre and operates three GP surgeries and a Walk-in Centre in Tower Hamlets. She has 16 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. She is the Safeguarding lead on the Board.

Obafemi Shokoya has been a trustee since December 2018. The East End of London is firmly in his blood and he is passionate about the challenges and the potential of local people. Raised in Newham, Obafemi is a proud child of African immigrants and his family remains local. For his career, he trained as a hospital pharmacist and worked in the NHS for 20 years, the latter ten years as a chief pharmacist specialising in transformative change in Croydon, East Kent and Barts Hospitals. In 2018, he started his own healthcare leadership consultancy. Through his involvement with INSEAD, the international business school that promotes equality, diversity and inclusion, Obafemi was introduced to the Centre and was astounded by what he experienced. It wasn't long before he agreed to join the Trustee Board and after year-end joined BENSC.

David Smeed is an executive level businessman with extensive experience of strategic business development, throughout Europe, in healthcare, property and property services. 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 Finance sub committee and is a member of the Board Effectiveness

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sub-Committee as well as the property sub committee. He was appointed Treasurer in September following Simon's appointment as interim Chair.

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 and was appointed Chair of BENSC after year-end.

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 and resigned 16 November 2022.

Trustees during the period

During the year, there were seven Board meetings. The membership of the Board from 1 July 2021 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.

		Sub-Committee Membership		
		Finance	Property	Board Effectiveness
Simon Bevan		Member		
Paul Brickell			Chair	
Michael Gould			Member	
Ajit Lalvani				
Abdul Mannan	Appointed 01/09/22			
Savitha Pushparajah		Member		Member
Zenith Rahman	Resigned 01/09/22			
Obafemi Shokoya				Member
David Smeed		Chair	Member	Member
Rachel Smith				Chair
Neil Smith	Resigned 16/11/22			

The Board considers that it currently has an appropriate mix of skills and background experience. The current Board has 9 Trustees and includes two female members; four members from Black, Asian and minority ethnic groups and four members with strong connections with the local community.

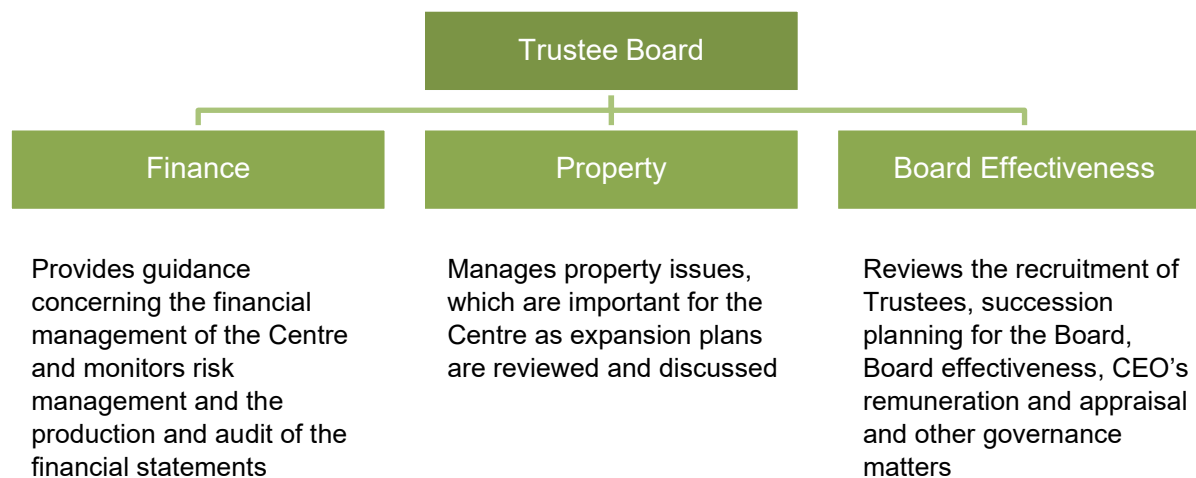
The charity's insurance cover includes Indemnity Insurance for Trustees.

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.

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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 twentieth year as Chief Executive, leads the organisation and chairs the ELG. The members of the ELG at 30 June 2022 are Dr Julia Davis (Honorary Director), Elly de Decker (Executive Director), Michael Barnett (Director of Finance and Operations, resigned November 2021) and John Axon (Interim Director of Finance and Resources, appointed February 2022).

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 34) 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.

Fundraising Strategy

The primary aim of the charity's income generation strategy is to maximise income generation in support of the 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 and build unrestricted reserves.

The income generation 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 £2,382k (£2,761k in 2021). Total unrestricted income was £866k (£1,262k in 2021). Of this, £249k (£757k in 2021) came from donations.

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The largest single grant secured this year was from East London NHS Foundation Trust for the Community Connectors project within our social prescribing team.

Income from individual donors, has continued to grow, including through the expansion of our Friends of the Bromley by Bow Centre programme, and the new Community Philanthropy Circle stewarding larger individual donations.

Expenditure on raising funds, including writing bids for service deliver income, was £419k (£397k in 2021).

A full list of our supporters can be found here:

<https://www.bbbc.org.uk/about-us/funders-and-supporters/>

Forward plans

Looking forward, our 2023 targets show realistic levels of growth in total income and income from donations. Our plans continue to require a shift in funding patterns to enable us to better meet community needs. Constrained statutory funding arrangements are still an issue but we are finding some flexibility in new funding. The aim remains to diversify funding by finding new funders and donors and look to achieve growth in all the main service delivery priority areas.

Within the area of philanthropy and unrestricted income, we are focusing on the considerable networks of senior leaders from across sectors who are already aligned with the Centre's work. We are also driving our approach with corporate businesses and developing new relationships that can provide long-term support year on year.

Framework of good practice

We continue to be 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 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.

People and Culture Strategy

The Bromley by Bow Centre continues on its journey to develop an environment which fully inspires and empowers employees to deliver the Centre's Vision, in line with its ethos. The organisation remains focused on driving forward our commitment to being a truly anti-racist and inclusive organisation and creating space for honest conversations and feedback.

Progress this year was achieved in the following areas:

- Staff-led anti-racism and EDI group launched and meeting monthly
- 80% of our policies were reviewed and updated, including:

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- EDI policy
- Recruitment policy
- Safeguarding policy
- Dedicated People team space creating space for open conversations and consistent support
- All employees now have access to coaching to support development
- Introduction of Celebration Days (2 days a year to recognise Eid or any other religious festival)
- More flexible use of Occupational Maternity Pay

Given some of the challenges we faced and continue to face as an organisation, we cannot be distracted from making progress in terms of our People and Culture. In the next financial year, we will maintain continued focus on:

1. Anti-racism and EDI
2. Developing our employees with an initial focus on managers:
 - Clear goal setting
 - Development Opportunities
 - Coaching
 - Developing a culture of feedback
 - Making better use of Apprenticeship Levy
3. Compensation and Benefits
 - Reviewing job bandings to allow room for progression within bands
 - Employee benefits review
 - Review our approach to recognition, including long service

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Related Parties

The Centre has a number of strong relationships with various organisations. Those considered as related parties are BBBH, LBTH, Poplar HARCA and the United Reformed Church, as the four organisations that nominate a representative as a Trustee, plus the Vitabiotics Foundation as Chair, Ajit Lalvani, is a non-executive director of Vitabiotics Limited. The income received during the year from these parties is disclosed in note 9 to the Accounts and the loan balances and facilities in notes 14 and 16.

We work closely with BBBH to provide better health and wellbeing outcomes for the local community. We obtain funding from LBTH to deliver services, including some which are the subject of competitive tendering processes. Many of the services that we deliver provide a direct benefit to the residents living in properties managed by Poplar HARCA. We support the local congregation of the URC and maintain the church building for use by the Centre and the community. The Vitabiotics Foundation shares our long standing commitment to tackling health inequalities and social determinants of health.

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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 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

The Risk Register was last reviewed by Trustees in February 2021. In light of the sale of the Health Centre, it was decided to postpone reviewing the risk register whilst the charity managed the finances in the latter half of the financial year. The last risk register identified 15 key risks. The key risks after mitigation that the Board is currently focusing on are listed below, alongside a summary of how likely it is that the risk will crystallise in what timeframe, the potential impact, our plans for managing these risks and recent changes in the risk profile.

- Unrestricted Income - *Levels of unrestricted income do not allow unfundable needs to be met or core costs to be covered.* Over the next three years, it is possible that the targets for unrestricted income will not be met and the impact would be a direct reduction in charity funds. Activities to manage the risk include regular meetings involving the CEO, Executive Director and Head of Philanthropy to review the delivery of the Fundraising Strategy and the reporting of progress at Finance Sub Committee and Board meetings.
- Cash flow liquidity - *Unable to pay creditors in the short term due to lack of liquidity.* With the sale of the Health Centre, this risk has now been mitigated.
- Service Delivery margins - *Margins from service delivery contracts do not cover the required level of overhead absorption.* Over the next three years, it is highly likely that some contracts will be entered into with a lower rate of overhead absorption than required due to stringent funder restrictions. The impact would be to place a greater reliance on unrestricted and trading income to cover overheads. Activities to manage the risk include clear governance around the entry into new contracts and dialogue with funders during contract negotiations.
- Staff and volunteer capabilities - *Staff and volunteers do not have the right capabilities relative to their roles.* Within the next year, this is likely to be the case as the level of staff turnover is expected to increase over the coming months in line with external trends. The impact would be on the level of experience of staff members, potentially impacting service delivery quality. Activities to manage the risk include the implementation of the People & Culture Strategy (see page 39) and a continued focus on staff wellbeing. The profile of this risk has worsened in the last year as the country emerges from the Covid-19 pandemic.

Key risks, and their potential impact on income and the use of the charity's services, are monitored continually by senior managers. In the third quarter of the financial year, a Trustee led task group was appointed by the Board to manage the liquidity crisis the charity was facing. This task group met weekly from March to June 2022.

The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2022

E Review of Financial Position

The Centre's business model

The 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

Total income dropped 19% (14% increase in 2021) to £3,248k (£4,023k in 2021). Income from charitable activities fell 4% with reduced delivery in My Life (29%), Insights (25%) and Cross Area Projects (100%) offset with growth in Employability (41%) and Advice (42%). Other areas remained stable year-on-year. Income from donations and legacies excluding income derived from the Coronavirus Job Retention Scheme fell by 62% (26% increase in 2021) to £242k (£785k in 2021). Expenditure decreased by just 5% (3% increase in 2021) from the previous year to £3,762k (£3,962k in 2021).

Overall, the deficit for the year was £514k (£61k surplus in 2021). As a consequence of this, which was partially offset by an additional loan secured during the year, net current liabilities increased from £315k to £875k (£315k in 2021).

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

Nature	Source	2021-22	2020-21	2019-20	2018-19	2017-18
Restricted	Statutory	54%	41%	36%	40%	46%
	Corporate	12%	11%	16%	18%	19%
	Housing Associations and Social Landlords	3%	2%	2%	3%	2%
	Trusts	4%	15%	11%	10%	11%
	Total		73%	69%	65%	71%
Unrestricted	Income from hire of space	10%	8%	11%	9%	8%
	Other activities	17%	23%	24%	20%	14%
	Total	27%	31%	35%	29%	22%

Reserves

At 30 June 2022, the charity's unrestricted funds were in surplus by £939k (2021: £1,453k) of which £2,474k (2021: £2,609k) represents the Centre's fixed assets. Restricted funds at 30 June 2022 stood at zero (2021: zero). Total reserves reduced to £939k (2021: £1,453k), mainly represented by tangible assets with a net book value of £2,474k (2021: £2,609k).

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 2022 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 2022 were in deficit by £875k (2021: £315k in deficit) and can be seen in note 18. These negative reserves had built up over five years of financial deficits.

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During the year, negotiations were underway to sell one of the Centre's property assets (see note 24: Post Balance Sheet Date Events). This sale would eliminate the Centre's deficit position and return free reserves to a substantial surplus, and ensure the Centre continues to support the local community for many years to come.

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 focussed on achieving this. Together with the sale of the property asset, Trustees and management seek to reorganise the Centre's structure with the aim of reducing overhead and improving delivery. Key targets are:

- growth in Service Delivery income based on existing contracts and securing new bids;
- further growth in unrestricted income, including from philanthropic sources;
- ongoing improvements in margins on service delivery contracts;
- tight monitoring of all expenditure where these do not have a direct impact on the delivery of high quality outcomes for our clients; and
- full year benefits of initiatives to adopt a flexible delivery model and reduce costs, mostly in support functions.

Cash and Cash Flow

Cash, which has been tightly managed this year, has improved by 184% to £709k (2021: £250k) as at 30 June 2022. During the year, the total cash increased by £459k (2021: fall of £24k) due to the securing of a new loan facility with the United Reformed Church (URC) of up to £500k and deferral of taxation and social security liabilities.

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 do not cause short term cash flow difficulties, two loans at zero interest totalling £175k remain outstanding as at 30 June 2022 (2021: £175k). Both loans are repayable in September 2022.

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

The Board has considered the cash flow forecast to December 2023. This includes the sale of the property asset in the autumn and the settlement of all debt and shows that, based on reasonable estimates of inflows, the charity can pay creditors when amounts fall due without recourse to new funding.

The Board has reviewed the uncertainties surrounding the cash flow forecast, notably the generation of unrestricted income, but judge that these are not material given the surplus generated by the sale of the asset. As such, the trustees consider that there are no material uncertainties for 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, including the strategic 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;

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For the year ended 30 June 2022

- 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 19 December 2022 and signed on their behalf by

Simon Bevan
Chair

Independent auditor's report

To the members of The Bromley by Bow Centre

For the year ended 30 June 2022

Independent auditor's report to the members of Bromley by Bow Centre

Opinion

We have audited the financial statements of Bromley by Bow Centre (the 'charitable company') for the year ended 30 June 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2022 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

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the

Independent auditor's report

To the members of The Bromley by Bow Centre

For the year ended 30 June 2022

audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

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.

Independent auditor's report

To the members of The Bromley by Bow Centre

For the year ended 30 June 2022

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of The Bromley by Bow Centre

For the year ended 30 June 2022

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)

19 December 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

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

The Bromley by Bow Centre

Reference and administrative details

For the year ended 30 June 2021

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:
Simon Bevan Interim Chair
Paul Brickell
Michael Gould
Ajit Lalvani
Abdul Mannan
Savitha Pushparajah
Obafemi Shokoya
David Smeed Treasurer
Rachel Smith

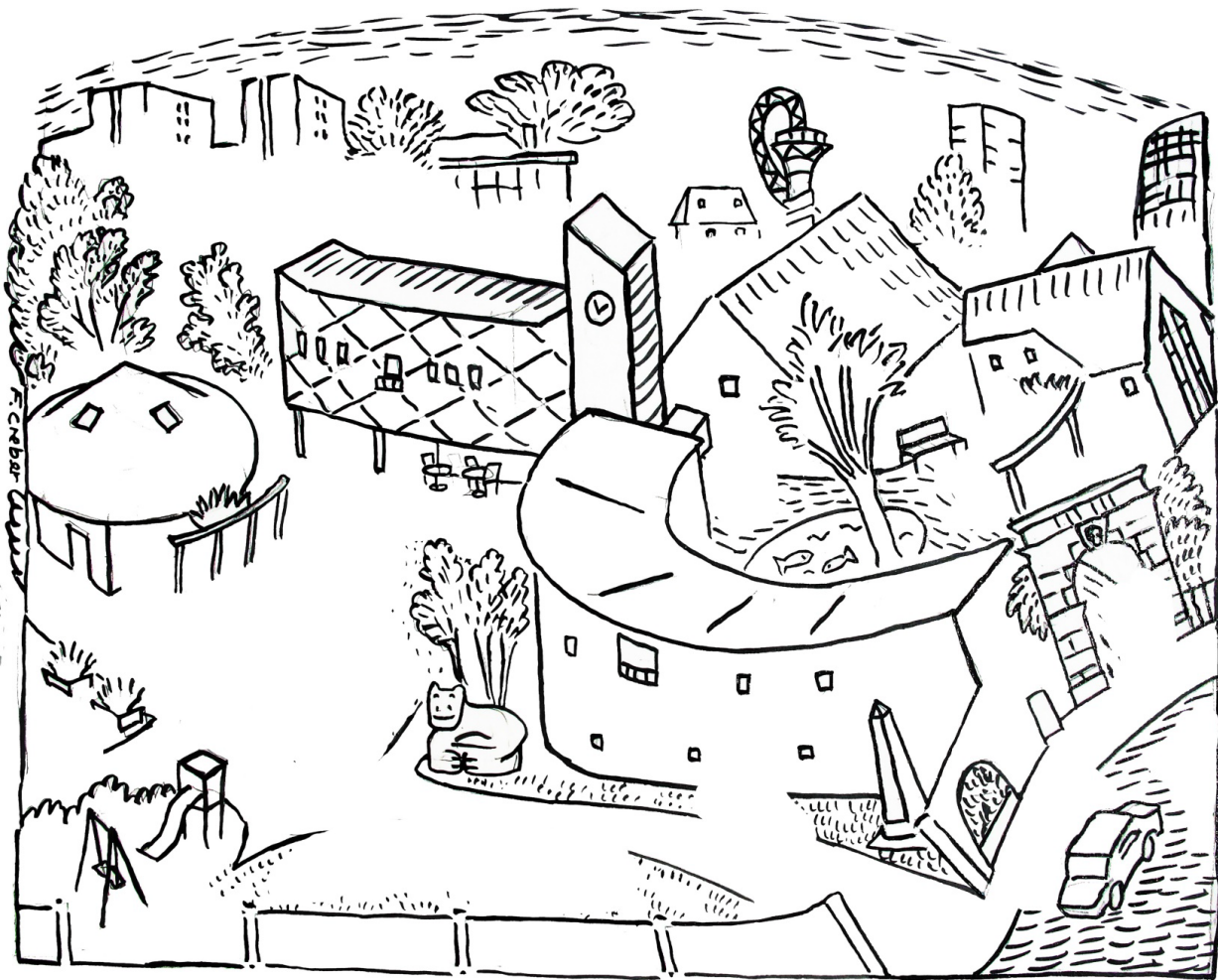
Company Secretary Graham Rowbotham

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



Bromley by Bow Centre © Frank Creber

Contact

Registered office and operational address

St Leonards Street
Bromley by Bow
London
E3 3BT

bbbc.org.uk

The Bromley-by-Bow Centre

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

For the year ended 30 June 2022

	Note	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 Total £'000
Income from:							
Donations and legacies	2	249	13	262	757	166	923
Charitable activities							
Employment & Skills	3	-	635	635	-	451	451
My Life		-	666	666	-	944	944
Community Connections		-	79	79	-	75	75
Beyond Business		-	124	124	-	126	126
Action for Bow		18	-	18	18	-	18
Advice Centre		-	841	841	-	594	594
Insights		268	24	292	161	230	391
Cross Area Projects		-	-	-	-	175	175
		286	2,369	2,655	179	2,595	2,774
Other trading activities	4	331	-	331	326	-	326
Total income		866	2,382	3,248	1,262	2,761	4,023
Expenditure on:							
Raising funds		419	-	419	397	-	397
Charitable activities							
Employment & Skills		-	633	633	20	581	601
My Life		-	865	865	38	1,127	1,165
Community Connections		-	194	194	18	105	123
Beyond Business		-	144	144	-	154	154
Action for Bow		15	-	15	18	-	18
Advice Centre		-	979	979	24	677	701
Insights		340	24	364	181	258	439
Cross Area Projects		-	-	-	-	208	208
		355	2,839	3,194	299	3,110	3,409
Other trading activities		149	-	149	156	-	156
Total expenditure	5	923	2,839	3,762	852	3,110	3,962
Net income / (expenditure for the year)	6	(57)	(457)	(514)	410	(349)	61
Transfers between funds		(457)	457	-	(349)	349	-
Net movement in funds		(514)	-	(514)	61	-	61
Reconciliation of funds:							
Total funds brought forward		1,453	-	1,453	1,392	-	1,392
Total funds carried forward		939	-	939	1,453	-	1,453

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

The Bromley-by-Bow Centre

Balance sheet

As at 30 June 2022

Company number: 2942840

	Note	£'000	2022 £'000	£'000	2021 £'000
Fixed assets:					
Tangible assets	11		<u>2,474</u>		<u>2,609</u>
			2,474		2,609
Current assets:					
Debtors	13	418		671	
Cash at bank and in hand		<u>709</u>		<u>250</u>	
		1,127		921	
Liabilities					
Creditors: amounts falling due within one year	14	(2,002)		(1,236)	
Net current liabilities			(875)		(315)
Total assets less current liabilities			<u>1,599</u>		<u>2,294</u>
Creditors: amounts falling due after one year			(660)		(841)
Total net assets			<u><u>939</u></u>		<u><u>1,453</u></u>
The funds of the charity:					
Restricted income funds			-		-
Unrestricted income funds:					
Designated funds		13		14	
General funds		<u>926</u>		<u>1,439</u>	
			939		1,453
Total unrestricted funds					
Total charity funds			<u><u>939</u></u>		<u><u>1,453</u></u>

Approved by the trustees on 19 December 2022 and signed on their behalf by

Simon Bevan
Chair

The Bromley-by-Bow Centre

Statement of cash flows

For the year ended 30 June 2022

	2022	2021
	£'000	£'000
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(514)	61
Depreciation charges	126	142
Sale of assets	9	-
Interest paid	41	41
Decrease in debtors	253	88
Increase/(decrease) in creditors	349	(616)
Net cash provided by / (used in) operating activities	<u>264</u>	<u>(284)</u>
Cash flows from investing activities:		
Interest paid	<u>(41)</u>	<u>(41)</u>
Net cash provided by / (used in) investing activities	(41)	(41)
Cash flows from financing activities:		
Repayments of borrowing	(64)	(59)
Resilience & Recovery Loan	-	360
United Reformed Church	<u>300</u>	<u>-</u>
Net cash provided by / (used in) financing activities	<u>236</u>	<u>301</u>
Change in cash and cash equivalents in the year	459	(24)
Cash and cash equivalents at the beginning of the year	250	274
Cash and cash equivalents at the end of the year	<u><u>709</u></u>	<u><u>250</u></u>

The Bromley by Bow Centre

Notes to the financial statements

For the year ended 30 June 2022

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.

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.

c) Public benefit entity

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

d) Going concern

At year end, there was a deficit on free reserves of £875k. At the balance sheet date, the charity had bank balances totalling £709k and net current liabilities of £875k.

The Board has considered the cash flow forecast to December 2023. This included the sale of the property asset (see note 24 for details) and shows that, based on reasonable estimates of inflows, the charity can pay trade creditors and loan payments when amounts fall due without recourse to new funding.

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.

Claims made through the UK Government's Coronavirus Job Retention and Support Schemes are recognised as income in the period during which the associated staff were furloughed. This income is considered to be unrestricted.

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.

Notes to the financial statements

For the year ended 30 June 2022

1 Accounting policies (continued)

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 |

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

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

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2022

2 Income from donations and legacies

	2022			2021		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Donations	229	13	242	619	22	641
Resilience & Recovery Grant Fund	-	-	-	-	144	144
Government Grants Income	20	-	20	138	-	138
	249	13	262	757	166	923

3 Income from charitable activities

Total funding from Government sources is £1.0M (2021: £1.0M).

	2022			2021		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
<u>Employment & Skills</u>						
ESOL for Integration	-	105	105	-	103	103
ESOL New City College	-	80	80	-	104	104
GLA London Youth Fund	-	55	55	-	-	-
Ingeus Central London Works	-	279	279	-	137	137
LCF Creative Communities	-	78	78	-	50	50
Others	-	38	38	-	57	57
	-	635	635	-	451	451
<u>My Life</u>						
Active Health	-	-	-	-	42	42
Active Together	-	37	37	-	110	110
Communities Driving Change	-	53	53	-	211	211
Crisis Social Prescribing Bridge Point	-	-	-	-	69	69
East London Foundation Trust	-	115	115	-	49	49
Healthy Cities	-	1	1	-	31	31
Lottery Community Fund	-	15	15	-	-	-
Mercers Spaces to Connect	-	32	32	-	-	-
Social Care	-	167	167	-	188	188
Social Prescribing	-	134	134	-	86	86
Young Londoners	-	34	34	-	42	42
Others	-	78	78	-	116	116
	-	666	666	-	944	944
<u>Community Connections</u>						
Bow Foodbank	-	38	38	-	33	33
Network - Population Health	-	44	44	-	-	-
Space to Connect	-	3	3	-	6	6
Time Bank	-	(3)	(3)	-	3	3
Welcome Hub (formerly Connection Zone)	-	(3)	(3)	-	19	19
Others	-	-	-	-	14	14
	-	79	79	-	75	75
<u>Beyond Business</u>						
Investec	-	124	124	-	126	126
	-	124	124	-	126	126
<u>Action for Bow</u>						
Action for Bow	18	-	18	18	-	18
	18	-	18	18	-	18

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 0

Income from donations and legacies (continued)

Advice Centre

BGET - East End Energy Fit 1	-	133	133	-	32	32
City Bridge Trust	-	43	43	-	46	46
East End Energy Fit	-	10	10	-	114	114
Eastend Homes	-	68	68	-	56	56
Energy Redress - East End Energy Fit 2	-	160	160	-	22	22
Energy Redress (Empower You Too)	-	149	149	-	94	94
Enhancing Community Support	-	30	30	-	-	-
Fuel and food vouchers	-	110	110	-	-	-
IAA Real	-	17	17	-	32	32
LBTH/Age UK - IAA	-	28	28	-	-	-
LCF Advice & Information	-	47	47	-	52	52
Others	-	46	46	-	146	146
	-	841	841	-	594	594

Insights

Act Early	-	-	-	-	65	65
Consultancy	55	-	55	21	-	21
Evidence Into Practice	-	-	-	-	45	45
Regional Facilitator	-	24	24	-	111	111
Research, Evaluation and Training	178	-	178	133	9	142
Tours	35	-	35	7	-	7
	268	24	292	161	230	391

Cross Area Projects

National Lottery Community Fund	-	-	-	-	100	100
East End Community Fund	-	-	-	-	75	75
	-	-	-	-	175	175
	286	2,369	2,655	179	2,595	2,774

4 Other Trading Income

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Rent and service charge income	330	-	330	325	-	325
Other Trading Income	1	-	1	1	-	1
	331	-	331	326	-	326

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2022

5a Analysis of expenditure (current year)

	Raising funds £'000	Employment & Skills £'000	My Life My Life £'000	Community Connections £'000	Beyond Business £'000	Action for Bow £'000	Advice Centre £'000	Insights Insights £'000	Cross Area Projects £'000	Other trading activities £'000	Governance costs £'000	Support costs £'000	2022 Total £'000	2021 Total £'000
Staff costs	233	370	502	126	86	10	534	194	-	86	-	631	2,772	2,851
Service delivery costs	65	71	102	3	13	-	168	70	-	-	-	-	492	577
Centre delivery costs														
Facilities, Property, Health and Safety	-	-	-	-	-	-	-	-	-	18	-	91	109	125
Finance and Accounting	-	-	-	-	-	-	-	-	-	-	24	202	226	326
General Management, Other	-	-	-	-	-	-	-	-	-	-	-	54	54	15
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	-	-	-	-	70	70	44
Information and Communications	-	-	-	-	-	-	-	-	-	-	-	39	39	24
	298	441	604	129	99	10	702	264	-	104	24	1,087	3,762	3,962
Governance costs	3	4	6	1	1	-	6	2	-	1	(24)	-	-	-
Support costs	118	188	255	64	44	5	271	98	-	44	-	(1,087)	-	-
Total expenditure 2022	419	633	865	194	144	15	979	364	-	149	-	-	3,762	3,962
Total expenditure 2021	397	601	1,165	123	154	18	701	439	208	156	-	-	3,962	3,962

5a Analysis of expenditure (previous year)

	Raising funds £'000	Employment & Skills £'000	My Life £'000	Community Connections £'000	Beyond Business £'000	Action for Bow £'000	Advice Centre £'000	Insights £'000	Cross Area Projects £'000	Other trading activities £'000	Governance costs £'000	Support costs £'000	2021 Total £'000	2020 Total £'000
Staff costs	240	360	640	78	93	12	403	220	124	84	-	597	2,851	2,855
Service delivery costs	39	66	213	7	15	-	101	112	24	-	-	-	577	480
Centre delivery costs														
Facilities, Property, Health and Safety	-	-	-	-	-	-	-	-	-	31	-	94	125	152
Finance and Accounting	-	-	-	-	-	-	-	-	-	-	21	305	326	256
General Management, Other	-	-	-	-	-	-	-	-	-	-	-	15	15	17
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	-	-	-	-	44	44	35
Information and Communications	-	-	-	-	-	-	-	-	-	-	-	24	24	42
	279	426	853	85	108	12	504	332	148	115	21	1,079	3,962	3,837
Governance costs	2	3	6	1	1	-	4	2	1	1	(21)	-	-	-
Support costs	116	172	306	37	45	6	193	105	59	40	-	(1,079)	-	-
Total expenditure 2021	397	601	1,165	123	154	18	701	439	208	156	-	-	3,962	3,837
Total expenditure 2020	397	630	1,167	216	148	17	720	348	-	194	-	-	3,837	3,837

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June 2022

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2022 £'000	2021 £'000
Depreciation	126	142
Profit on sale of assets	9	-
Operating lease rentals: Property	17	17
Auditors' remuneration (excluding VAT):		
Audit	16	14
VAT	4	-
Under accrual from prior year	4	3
	<u>176</u>	<u>176</u>

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

Staff costs were as follows:

	2022 £'000	2021 £'000
Salaries and wages	2,434	2,524
Redundancy and termination costs	12	39
Social security costs	227	225
Employer's contribution to defined contribution pension schemes	99	63
	<u>2,772</u>	<u>2,851</u>

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

	2022 No.	2021 No.
£60,000-£69,999	1	2
£70,000-£79,999	-	1
£80,000-£89,999	1	-
	<u>2</u>	<u>3</u>

The total employee benefits including pension contributions and employers' NIC of the key management personnel were £268,496 (2021: £243,027).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2021: £nil).

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June

8 Staff numbers

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

	2022 No.	2021 No.
Cost of raising funds	4	4
Employment & Skills	15	14
My Life	21	24
Community Connections	6	7
Beyond Business	2	2
Advice Centre	13	13
Insights	6	8
Support	21	24
	<u>88</u>	<u>96</u>

9 Related party transactions

The charity encourages each of its major local partnership organisations, i.e. Bromley by Bow Health ("BBBH"), the London Borough of Tower Hamlets ("LBTH"), Poplar HARCA and the United Reformed Church ("URC"), 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 grants and donations of £nil (2021: £250,000) from the BBBH. One of the charity's Trustees, Dr. Savitha Pushparajah, and the Chief Executive Officer, Robert Trimble, are Partners of BBBH.

During the year, the charity received grants and contract income totalling £141,350 (2021: £328,236) from LBTH. Zenith Rahman, a former Trustee and Abdul Hamman, a Trustee are LBTH Councillors.

During the year, the charity received grants and donations of £105,750 (2021: £211,500) from Poplar HARCA. One of the charity's Trustees, Mr Paul Brickell, is the chair of Poplar HARCA.

During the year, the charity paid rent of £16,500 (2021: £16,500) to URC. One of the charity's Trustees, Mr Michael Gould, is a volunteer for Thames North Synod of URC.

During the year, the charity received an unrestricted donation of £nil from the Vitabiotics Foundation (2021: £20,000). The charity's former chair, Mr Ajit Lalvani, is a non-executive director of Vitabiotics Limited.

The total value of donations from Trustees during the year were £4,512 from 2 Trustees (2021: £1,784 from 11 Trustees). There are no other donations from related parties which are outside the normal course of business.

10 Taxation

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

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June

11 Tangible fixed assets

	Land and Buildings £'000	Plant and Machinery £'000	Fixtures and Fittings £'000	Computer Equipment £'000	Total £'000
Cost or valuation					
At the start of the year	4,190	134	63	197	4,584
Additions	6	-	-	-	6
Disposals	-	(57)	(30)	(82)	(169)
At the end of the year	4,196	77	33	115	4,421
Depreciation					
At the start of the year	1,602	125	57	191	1,975
Charge for the year	121	-	-	5	126
Disposals	-	(48)	(24)	(82)	(154)
At the end of the year	1,723	77	33	114	1,947
Net book value					
At the end of the year	2,473	-	-	1	2,474
At the start of the year	2,588	9	6	6	2,609

Land and Buildings

	Land £'000	Park Development £'000	Mary Buss House £'000	Health Centre £'000	Bromley-by- Bow Centre £'000	Enterprise Barn £'000	Total £'000
Cost or valuation							
At the start of the year	235	212	24	1,470	1,826	423	4,190
Additions	-	-	-	-	6	-	6
At the end of the year	235	212	24	1,470	1,832	423	4,196
Depreciation							
At the start of the year	-	72	10	710	691	119	1,602
Charge for the year	-	(2)	1	29	70	23	121
At the end of the year	-	70	11	739	761	142	1,723
Net book value							
At the end of the year	235	142	13	731	1,071	281	2,473
At the start of the year	235	140	14	760	1,135	304	2,588

a long term lease; this property was gifted to the charity and was valued by the Trustees at that time. Mary Buss House is subject to a charge as security for a loan facility from URC Thames North Trust which is detailed in Note 16. Historically, the Health Centre referred to the fixed asset occupied by Bromley-by-Bow Health Partnership and the fixed asset where the charity operates from. On 4 November 2022, the former was sold by the charity (see note 24) and had a charge as security for the loan from Aviva which is shown in note 16. Land with a value of £235,000 (2021: £235,000) is included within freehold property and not depreciated. All of the above assets are used for charitable purposes.

12 Investments

Through the charity's Beyond Business programme, which identifies potential new social enterprises and then guides and supports their launch, BBBBC currently has a 5% shareholding in Appt Ltd, Fat Macy's Ltd, Grassroot Workshop CIC, Carmen's Family Coffee House Ltd, Imagen Ltd, InCommon Ltd, InDent Ltd, Juta Shoes Ltd, Lemonade 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 fair market value of these shareholdings at 30 June 2022, which in any event is not judged to be material.

During the year, an offer was received for the charity's shareholding in one of these companies. which has not proceeded. As the shares were not openly traded and control rested with the company owner and private company who made the offer, £nil is a fair value of the shareholding and the value remains immaterial.

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June

13 Debtors

	2022 £'000	2021 £'000
Trade debtors	230	421
Other debtors	-	4
Prepayments	5	11
Accrued income	183	235
	<u>418</u>	<u>671</u>

14 Creditors: amounts falling due within one year

	2022 £'000	2021 £'000
AVIVA loan	406	64
Bromley by Bow Health Loan	75	-
Vitabiotics Foundation Loan	100	100
Trade creditors	84	95
Taxation and social security	567	153
Other creditors	261	287
Accruals	72	75
Deferred income (Note 15)	437	462
	<u>2,002</u>	<u>1,236</u>

The Vitabiotics Foundation loan and Bromley by Bow Health loan are both interest free and are due to be repaid in September 2022.

15 Deferred income

	2022 £'000	2021 £'000
Balance at the beginning of the year	462	598
Amount released to income in the year	(462)	(598)
Amount deferred in the year	437	462
Balance at end of the year	<u>437</u>	<u>462</u>

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June

16 Creditors: amounts falling due after one year

	2022 £'000	2021 £'000
AVIVA loan	-	406
Resilience & Recovery Loan Fund	360	360
URC Loan Fund	300	-
Bromley by Bow Health Loan	-	75
	<u>660</u>	<u>841</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 payable 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 payable at 5.73%.

With the sale of part of the Health Centre in November 2022, the Aviva loan became immediately repayable and the outstanding balance was settled in November 2022 (see note 24 for further details).

The Resilience & Recovery Loan Fund was obtained through Social Investment Business under the Government's Coronavirus Business Interruption Loan Scheme and is subject to a debenture security over the Centre's assets. Interest for the first year, at 9%, will be paid by the UK Government. Interest for the remaining two years is 6.5% per annum. The loan must be repaid from 1 July 2022 to 1 June 2024.

On 22 February 2021, the Centre entered into a facility agreement for up to £500,000 with URC Thames North Trust. Funding is available to February 2026 with all drawdowns repayable 60 months after the date of the first drawdown. Any drawdowns will be secured on the property known as Mary Buss House registered at HM Land Registry under the Title Number 269161. Interest on drawdowns is 3% per annum. At balance sheet date £300,000 of the £500,000 has been drawn down.

17 Pension scheme

On 1 August 2014, and in compliance with workplace pension legislation, the charity introduced a Group Personal Pension Plan arranged through Scottish Widows. The charity contributes up to 6% of gross pay for all entitled employees depending on seniority, service and the employee's own contribution. At 30 June 2022, there were 52 (2021: 62) 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 £98,922 (2021: £66,994).

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

	Fixed Assets £'000	Net Current Liabilities £'000	Long Term Liabilities £'000	Total £'000
Unrestricted Funds				
Designated Funds	13	-	-	13
General Funds	2,461	(875)	(660)	926
Net assets at the end of the year	<u>2,474</u>	<u>(875)</u>	<u>(660)</u>	<u>939</u>

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

	Fixed Assets £'000	Net Current Liabilities £'000	Long Term Liabilities £'000	Total £'000
Unrestricted Funds				
Designated Funds	14	-	-	14
General Funds	2,595	(315)	(841)	1,439
Net assets at the end of the year	<u>2,609</u>	<u>(315)</u>	<u>(841)</u>	<u>1,453</u>

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June

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
Restricted funds:					
Charitable activities					
Employment & Skills	-	635	(630)	(5)	-
My Life	-	666	(861)	195	-
Community Connections	-	79	(193)	114	-
Beyond Business	-	124	(143)	19	-
Advice Centre	-	841	(975)	134	-
Insights	-	24	(24)	-	-
Cross Area Projects	-	-	-	-	-
Other:					
Donations and legacies	-	13	(13)	-	-
Total restricted funds	-	2,382	(2,839)	457	-
Unrestricted funds:					
Designated funds:					
Mary Buss House	14	-	(1)	-	13
Total designated funds	14	-	(1)	-	13
General funds	1,439	866	(922)	(457)	926
Total unrestricted funds	1,453	866	(923)	(457)	939
Total funds	1,453	3,248	(3,762)	-	939

Expenditure on restricted donations

Expenditure has been incurred to fulfil the obligations of the restricted donations of £13k. The relevant amounts are reported within Support Costs which are then allocated across the cost categories as shown in Note 5a so are included in the Expenditure figures for Charitable Activities in the table above.

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.

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June

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
Restricted funds:					
Charitable activities					
Employment & Skills	-	451	(581)	130	-
My Life	-	944	(1,127)	183	-
Community Connections	-	75	(105)	30	-
Beyond Business	-	126	(154)	28	-
Action for Bow	-	-	-	-	-
Advice Centre	-	594	(677)	83	-
Insights	-	230	(258)	28	-
Cross Area Projects	-	175	(208)	33	-
Other:					
Donations and legacies	-	166	-	(166)	-
Total restricted funds	-	2,761	(3,110)	349	-
Unrestricted funds:					
Designated funds:					
Mary Buss House	14	-	-	-	14
Total designated funds	14	-	-	-	14
General funds	1,378	1,262	(852)	(349)	1,439
Total unrestricted funds	1,392	1,262	(852)	(349)	1,453
Total funds	1,392	4,023	(3,962)	-	1,453

20 Operating lease commitments (leasee)

	Land and buildings	
	2022 £'000	2021 £'000
Expiry date:		
Less than one year	17	17
One to five years	16	33
	33	50

The charity 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.

21 Operating lease commitments (lessor)

At 30 June 2022 the charity had amounts receivable under non-cancellable operating leases for each of the following periods:

	Land and buildings	
	2022 £'000	2021 £'000
Expiry date:		
Less than one year	79	185
One to five years	23	706
Over five years	17	184
	119	1,075

The Bromley-by-Bow Centre

Notes to the financial statements

For the year ended 30 June

22 Capital commitments

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

23 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.

23 Funds held on behalf of other organisations

At 30 June 2022 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.

	2022	2021
	£'000	£'000
	69	75

24 Post balance sheet events

During the financial year, the Board decided to sell one of its property assets in order to settle of its debts and to provide long term sustainability to the charity. As at balance sheet date two offers had been received to purchase part of the Health Centre and at a Board meeting on 1 July 2022, after taking appropriate professional advice, the more attractive offer was accepted. Legal documentation was finalised and the sale was completed on 4 November 2022.

The property had a final selling price of £3.4m and the two loans which were secured on the property, Aviva loan and the Resilience and Recovery loan, were immediately settled. In addition to these two loans the charity repaid other outstanding debts owed by the charity.

THE BROMLEY BY BOW CENTRE

England & Wales - Charity number 1041653

Accounts



**Bromley
by Bow
Centre**

The Bromley by Bow Centre

Report and financial statements

For the year ended 30 June 2021

Company number: 2942840
Charity number: 1041653

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The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2021

The Trustees present their Report and Financial Statements for the year ended 30 June 2021.

A Overview

Chair's Introduction

"I firmly believe Covid-19 has been a torch, shining a light on inequalities, but it has also been a wedge, forcing those inequalities wider."

Our work at the Bromley by Bow Centre is always very challenging. We are constantly dealing with the unexpected and responding where needs arise. We are a charity focused on supporting human beings when they face a whole range of difficulties in life and that requires us to be fleet of foot and always engaged in the heart of our community. Our founding principle is 'be compassionate' and that very simple sounding task is, at its core, something that requires flexibility and demands us to be on the ground where the needs arise.

This past year has seen us responding to fresh layers of challenge, uncertainty and an ever-increasing demand for our life-supporting services. As you read this report you will discover an organisation that has had to be inventive and responsive to ever-changing situations. But it has been a transformation that is not rooted in theory or one that has been handed to us by a government or NHS system. It has been a time when we have had to reinvent the charity using our own team and resources and with the support of loyal friends and funders. The challenge of doing this as an independent charity should not be under-estimated.

In my role as Professor of Infectious Diseases at Imperial College, I have been deeply involved in thinking about Covid-19 and I understand very well the impact it is having on the health of so many people around the world. As a scientist, I can measure the effect the virus is having and predict outcomes. As the Chair of the Centre, I see a wider context to the pandemic. I firmly believe Covid-19 has been a torch, shining a light on inequalities, but it has also been a wedge, forcing those inequalities wider.

This reality makes the work of the Centre more vital than ever. It is important for our community in East London, but I also recognise that our work is pioneering and increasingly our model is seen as a blueprint in other parts of the UK.

It's remarkable that the charity has improved its financial performance in the past year despite these significant challenges. The team have pulled together strongly and continued to drive the efficiency of the organisation. We have an excellent executive team and I am proud to be Chair of a Board of outstanding Trustees, who bring a tremendous range of skills and diverse experience. It makes for a firm governance base for the charity that is able to provide an excellent balance of challenge and support to the Centre's team.

In this report we acknowledge the vital support we receive from our funders and partners. This support is increasingly important at this time, as our work becomes more vital and the pressure on funding remains very difficult.

The events of this past year have made us all the more determined to strengthen the charity and its work and expand the depth and range of impact we are making for our community.

Professor Ajit Lalvani
Chair

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

For the year ended 30 June 2021

The Year in View

The past year has been very tough and we have focused on “thriving not just surviving”. Despite the challenges, we have been successful. As we headed into a new financial year, the Covid-19 pandemic remained with us and with it significant uncertainty. We really had no idea what this would mean for our lives, for communities across the country or indeed for the Centre.

The truth is that the pandemic has meant a huge amount of suffering and sadness and anxiety. The Centre had all but closed overnight and remained closed for the vital face-to-face services so many people rely upon. We continued to transform most of our services so they could be maintained remotely and we had to navigate around the complex challenges that so many people living in our community face.

The re-invention of our projects means we have been able to combine the best of our old ways with our new and innovative ways of working. We are gradually re-opening the Centre, but with fresh tools we can reach more people in need, particularly those in the most desperate and challenging of circumstances living in our community.

Remarkably we have come through the crisis in much better financial shape than we went into it. And we have renewed our ways of working and back office functions and made the whole organisation more efficient. We have a strong base for growing the Centre.

Highlights and Key Achievements

A 48% increase in advice casework was handled by our existing team

Our advice casework has increased by 48% for benefits, housing and debt support and is being dealt with by our existing team. Time spent assisting people with advice has increased by 55%.

Advice workers supported social welfare applications of over £5.5 million

£5,531,000 was generated by our advice team through grants, awards and benefit applications – this is money local people would not otherwise have had access to.

Weekly food was provided for 611 adults and 1,241 children

An average of 611 adults and 1,241 children were supported each week by Bow Foodbank at the Centre with food and other essential items. Many people had never used a food bank before.

86% of vulnerable people proactively contacted in lockdown required support

86% of vulnerable people who were identified and proactively contacted by our rapid response social prescribing team during Covid-19 lockdowns had no other access to help or assistance. Our team provided phone support and connected people to appropriate community services.

There was a 25% increase in demand for energy advice

1,343 energy advice clients were supported; a 25% increase on the previous year. £1,318,000 was gained for our clients in awards, refunds, switched tariffs and debt-management.

130 computer tablets were provided to assist digital access and learning

130 computer tablets, donated from generous funders, were distributed to address digital-exclusion for individuals and families and to transition English classes and digital skills-building online. Each recipient received weekly support calls from our learning team.

972 people had support sessions with social prescribing link workers

58% of these people had between two and six support sessions to address complex needs. A further 981 proactive calls were made to clients identified as vulnerable by link workers.

The Bromley by Bow Centre

Trustees' annual report

For the year ended 30 June 2021

1,600 calls and online sessions took place to support people with disabilities

Over 1,600 phone and online sessions took place to continue to help maintain independence and learning for our social care clients who could not attend in person. 2,080 arts and activity packs were sent to homes to maintain engagement and create a sense of connection and fun.

237 resident-led community workshops took place with 2,836 participants

Our Communities Driving Change team supported 22 different volunteer-led projects and initiatives to become established and operational locally, helping to build community capacity.

Over 3,200 practitioners attended online knowledge events

3,229 people attended over 30 online knowledge share and exchange events run by Bromley by Bow Insights including 'Radical approaches to community health in a post-Covid-19 world'.

£6 million turnover and 375 new jobs have now been created by social enterprises we have incubated

51 social businesses, launched by our Beyond Business programme backed by Investec, support over 3,000 people. Four new businesses were added this year. They are involved in employing people with lived experience of homelessness; martial arts with young people; accessible mobile dentistry; and mindfulness classes.

Thanks and Acknowledgements

Thank you!

We're so grateful to our wonderful friends and funders, without whom none of our work would be possible. It is thanks to these individuals and organisations that we have been able to continue to deliver high-quality services despite the challenges presented by Covid-19. We celebrate and acknowledge the enormous contribution of all our supporters.

Our Volunteers

During the year, 59 volunteers made an invaluable contribution to our work, from local people volunteering to support their community and learn new skills to established business people who bring their experience in specific areas. These contributions make a positive difference in various service delivery areas, as identified in this report, and ensuring the effective running of the organisation as a whole. We are very grateful to them all.

Our 280 Challenge

In February 2021, a group of staff and supporters took part in our incredible 280 Challenge. Each one of them ran, walked or cycled 280 kilometres, the equivalent of all the roads in our borough of Tower Hamlets - bringing our motto of 'Step by Step, it's Possible' to life. The team raised over £25,000, which was used to fund essential services for the community during the height of the coronavirus pandemic. We look forward to launching a new bespoke challenge in 2022!

A spotlight on our incredible corporate partnerships

We're enormously grateful to the longstanding relationships we have built with our corporate partners. Their support over the past year has been even more crucial, as we faced an ever-increasing demand for our services against the challenging backdrop of operating and fundraising during a pandemic. We are so grateful to all the companies who took part in our Christmas Toys Appeal, which enabled us to provide a toy for Christmas to 754 local children. We'd like to extend special thanks to our longstanding friends at OCS, Stephenson Harwood and Vitabiotics, who continued to support us in a multitude of ways during 2020-21, including through generous funding, invaluable pro-bono support, sponsorship pledges and through corporate volunteering.

The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2021

A thank you to our Friends

In 2020, we launched the charity's first ever regular giving programme: Friends of the Bromley by Bow Centre. During 2020-21, we continued to build the programme, and were delighted to welcome more people as Friends of the Centre. The support of our Friends is absolutely invaluable to us, as we look to grow over the coming years. We'd like to take this opportunity to thank all our Friends for your belief in the Centre and your continued support for our work.

The following individuals and organisations funded our vital work during the year.

29th May 1961 Charitable Trust	L&Q Foundation
Action for Bow	Lightful
Baily Thomas Charitable Trust	London Borough of Tower Hamlets ("LBTH")
Barking Riverside	The Mercers' Company
Brewin Dolphin	Merchant Taylors' Charity
Bridgepoint	Mile End and Bromley by Bow Health (MEEBBB)
British Gas Energy Trust	Health CIC
Bromley by Bow Health	Ministry of Housing Communities & Local
BT via the Good Things Foundation	Government via LBTH
City Bridge Trust	Modus Analytics
City University	Morgan Stanley
Co-op Foundation - Local Community Fund	National Lottery Community Fund
Co-op Foundation - Space to Connect	New City College
DAC Beachcroft	NHS England
Department for Education via the Good Things	NHS Property Services Ltd
Foundation	NW London STP
Drapers' Charitable Fund	OCS
EDF Trust via Charis Grants	Poplar HARCA
East London Foundation (NHS) Trust	Postcode Community Trust
East End Community Fund	Public Health Action Support Team CIC
Eastend Homes	Quaker Social Action
Edward Gosling Foundation (formerly the ACT	The Rayne Foundation
Foundation)	Seoul Metropolitan Government
Energy Redress Fund	Sir Sam Everington
Enable	Social Action for Health
Gateway Housing Association	Social Investment Business
Good Things Foundation	Sport England
Google via the Good Things Foundation	Stephenson Harwood
Graham Spooner	TDS Charitable Foundation
Greater London Authority	Transport for London
The Health Foundation	The Tudor Trust
Healthwatch Tower Hamlets	Tower Hamlets CCG
Healthy London Partnership	UCL
Heritage of London Fund	Vitabiotics Foundation
HMCTS via the Good Things Foundation	Wakefield & Tetley Trust via London Community
HMRC via the Good Things Foundation	Response Fund
Ingeus	Well North Enterprises
Investec	Worshipful Company of Chartered Accountants
John Ellerman Foundation	Livery Company
JP Morgan Chase Foundation	

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.

The Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2021

B Strategy and Operations

BBBC in a nutshell

The 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 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

How we work - summary of model and approach

The 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 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 Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2021

The year in our community and the effect of Covid-19

This year, we have continued to see the impact of Covid-19 locally with the people in our community who were already in urgent need, now experiencing crisis on a daily basis. We are seeing a significant increase in demand for our services across the board, particularly for employment, social welfare and mental health support. The demand for support that responds to basic needs remains high and the digital divide is increasing. The reasons for this varies from person to person and household to household but statistics provide insight into the causes.

- In our community the median household income is **40%** lower than London's and **35%** lower than England's.
- **9 out of 10** boroughs with the highest child poverty are in London and Tower Hamlets is the worst affected.
- Almost **half** of older people in Tower Hamlets live in deprivation, the highest rate in England.
- **63%** of local people say the pandemic has had a negative effect on their mental health – isolation, low income and housing issues are significant factors.
- **86%** of vulnerable people contacted by our rapid response outreach team during Covid-19 lockdowns had no other access to support.
- There has been a **48%** increase in advice casework for benefits, housing and debt support dealt with by our team. The time spent assisting people has increased by **55%**.

The Centre's significant experience and trusted position within our community means we are uniquely placed to respond. Together with our GP Partners in Bromley by Bow Health ("BBBH") we analyse local primary health care data to target people who benefit from a telephone wellbeing check and discussion around further support. Through this new Rapid Response Social Prescribing project we proactively contact people, assess their specific needs and recommend 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.

Using extensive and embedded community infrastructure from the Centre, local GP practices and housing provider, Poplar HARCA, a pilot project was set up in 2020 to establish a sensitive and bespoke approach to contact tracing in a diverse community-led setting with up to 50,000 local residents. The Centre's trusted role in the community provided a backdrop to the project and became a reference point for the whole borough. As test and tracing evolved, the Centre team continued to advise on the project using specialised local knowledge

Alongside our support for people in crisis and those facing very challenging circumstances, we have also seen a demand for and actively promoted arts activities, recognising the value of being creative during a period of change and its positive impact on a person's adaptability and resilience. The disruption of routine, lack of ritual and the feeling that we are subject to random and chaotic events have all taken their toll on clients and staff alike.

Summary of service delivery and forward plans

The impact of the pandemic has meant continued adaptations to our service delivery model so that we are able to meet demand and continue to support our community. We have gradually brought more services back into the Centre, focused even more on outreach and engagement and supporting clients with their mental health, financial challenges and need for connection after long periods of isolation. Partnerships continue to be central to our delivery including BBBH, Poplar HARCA, Bow Foodbank, City and East London Bereavement Service and the United Reformed Church ("URC").

ADVICE

Our advice team provides a range of free advice including social welfare, energy, financial and digital inclusion support. We provide our services both at the Centre and in a range of locations across the borough. In the latter part of 2020/21 we gradually reintroduced face-to-face support for our most vulnerable clients, as well as continuing to provide remote support. Our remote services have included wellbeing checks, a digital inclusion project called 'Up to Speed' (which was delivered via Zoom and WhatsApp video) and online workshops to support better money management.

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We have a programme of ongoing continuous personal development for team members and some have either obtained or are working towards obtaining further advice-related qualifications. We have also trained our volunteer Energy Champions to achieve the Level 1 Fuel Poverty & Energy Costs accreditation and successfully secured Advice Quality Standard (AQS) re-accreditation, following an AQS audit of our welfare benefits and disability services at casework level.

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 LBTH 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.

Energy Advice

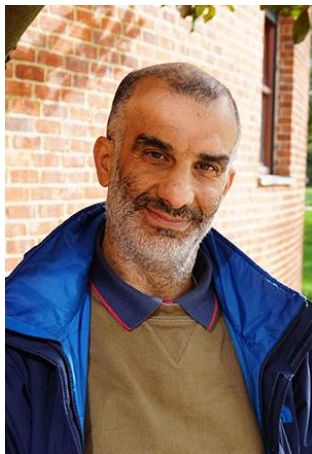
Our energy advice is aimed at reducing and managing fuel debt, maximising income, reducing fuel poverty and improving energy efficiency (East End Energy Fit). Funding for the Energy Advice service was from the British Gas Energy Trust (BGET) and UK Power Partners. We also delivered 'Empower You Too', a 6 week accredited energy course delivered online, enabling participants to train as Energy Champions.

Financial resilience and digital inclusion

The Centre's Getting on with Money project provides people with one-to-one money management support including assistance with debt, income maximisation, managing money effectively and taking control of their finances. 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.

Ali's story

Sharing his experience to help others with energy debt



Ali came to the Centre after finding it hard to get the help he needed elsewhere. Normally, Ali was able to keep on top of his bills but, after losing his wife and facing bereavement, he found it hard to focus on all the things that needed doing and the bills that needed paying.

The Energy Advice Team set to work. Firstly, they obtained accurate meter readings and assessed Ali's bill. They then worked to develop a payment plan to make sure future energy bills are payable in a sustainable, stress-free way. Together they jointly compared tariffs using a price comparison website. Ali was then able to switch to a more affordable tariff.

After this, the team worked with him to make a grant application to the EDF energy trust fund, obtain a Warm Home Discount and install energy-efficient light bulbs and a carbon monoxide alarm.

"The support and kindness I received was a blessing. I would encourage anyone struggling with bills to contact the Centre."

2021/22 Delivery plans

The pandemic has meant a significant increase in demand for our advice services. In order to help meet demand we will recruit and train volunteers to provide much needed general and specialist support. We will continue with the implementation of the blended advice service which incorporates telephone, email and face-to-face support.

We will build on our partnerships with external stakeholders such as foodbanks, health centres, children's centres and neighbourhood centres to expand our reach and obtain regular feedback from service users to ensure that the advice programme meets their needs.

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BEYOND BUSINESS

Our award-winning enterprise incubation 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. A special mention to our funders Investec who, this year, also supported Bow Foodbank with thousands of pounds' worth of food donations in partnership with a national supermarket chain. They also provided a generous cash donation.

This year, we sent out 300 application forms to prospective entrepreneurs and then received and processed over 110 completed forms. From this initial group of applicants we shortlisted 23 for in-depth interviews. Ultimately eight candidates were shortlisted to the Dragons' Den style pitch process and they were all supported by the Beyond Business team, with many hours of individual coaching, training and skills transfer to prepare for their pitch. Four winners emerged following the Dragons' Den, each focused on a different social outcome including: employment for people with lived experience of homelessness; working with young people through martial arts, mindfulness classes providing access to dental treatment to people who are homeless.

Alongside the recruitment of the new social entrepreneurs we have continued to support the existing and growing alumni, who between them now provide services to over 3000 clients and customers.

Laura's story

A social entrepreneur with a voice to be heard



Laura has quite a tale to tell. Based in Tower Hamlets, she is the head of a highly successful social enterprise business.

A few years ago, Laura couldn't have imagined how far she would come. Like many people, Laura has a long-standing fear of speaking in front of groups. It was her determination to overcome this fear, and to remove the same barrier for others, that led to her founding 'We Speak' with the support of Beyond Business. Her enterprise runs programmes and workshops for young people from under-represented backgrounds who lack speaking confidence.

As the business started to build, it was hit by the pandemic. This could have stopped the work in its tracks but Laura, with the help of the Beyond Business team, repurposed the business model and launched online courses. This has enabled the business to reach and support many more people at a difficult time.

"It's amazing how much support is out there when you care enough about something."

2021/22 Delivery plans

We will provide support to our new candidates as well as continuing to provide support to our existing alumni. The support is provided by the Beyond Business team and our funders Investec in the shape of one-to-one skills transfer training, mentoring and networking opportunities. There will be a blended model of delivery, mixing our successful remote working and in person interaction with our candidates and at the Dragons' Den.

COMMUNITY CONNECTIONS

Community Connections is a programme that aims to promote the cohesion and integration of the local community. Central to it is community outreach and engagement, with projects designed to bring together individuals and families to access and co-design 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 participation, informal learning, volunteering and encouraging people to come together and use the Centre's facilities. The aim is to integrate services and resources to have greater impact, operationalise and support resident-led activities so they can be sustainable and support the rebuilding of resident and volunteer confidence to re-engage with their community and services.

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Connection Zone

The Connection Zone is an important part of life at the Centre, connecting people to projects and services across the Centre, BBBH and the community. It was a welcoming, physical space and, inevitably impacted by the pandemic, this year it has acted as a virtual hub helping people access vital services and advice and to host face-to-face advice sessions in a "Covid-safe" environment for those who are digitally excluded or social isolated.

Communities Driving Change

We entered our fourth 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. The team identified and contacted residents who may have needed support through proactive outreach e.g. one-off and on-going wellbeing calls.

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 healthier lives.

Space to Connect

Space to Connect is a service that promotes creative activities and healthy lifestyles. It aims to connect people and help build friendships for anyone over 50. The programme includes art workshops and healthy lifestyles sessions to promote health, encourage exercise and help people develop personal goals.

Bow Foodbank

Throughout the year, the Centre continued to provide a home for this essential community partner, an independent foodbank charity that has served the local community since 2014. This has involved adaption and flexibility of our space and buildings and has presented important opportunities for linking attendees into support services such as advice, employment and learning classes.

Collectively, our community connections programme signposted and shared information with residents to access support services and address urgent needs. Our teams listened to residents' experiences and learned about the changing local situation in relation to the impact of the pandemic and fed back where relevant (for example, to local Public Health colleagues). We delivered online activities to connect with members of the local community and directly delivered support as part of the emergency response.

Brenda's story

Softly spoken community activist changing her part of the world



Brenda is a woman not to be underestimated: beneath a gentle exterior sits a steely determination. She first came to the Centre a few years ago to attend courses in money management, mental health awareness and crafting.

She became part of the Centre's project Communities Driving Change (CDC) from the beginning in 2018. She is East London born and bred, a trusted local resident helping to generate a better environment at the Burdett Estate E3 where she has lived for 50 years.

Her activism has effected change in her local area; traffic schemes to improve road safety, estate security issues, ensuring support for residents shielding during Covid-19, obtaining interpreters to support complex applications and forms for those whose first language isn't English. She campaigns for health awareness, especially men's health and is an inspiring advocate.

"The Centre has inspired me to do more of what I'm good at and make a difference where I live"

The Bromley by Bow Centre

Trustees' annual report

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2021/22 Delivery plans

In the coming year we aim to expand community outreach so that it is more data driven and in line with population need and the social determinants of health. We also plan to reach and engage an even more diverse range of local residents and stakeholders. Central to this will be the establishment of a new Welcome Hub at the Centre which will replace and expand the Connection Zone to all areas of entry into the building. The expansion of the space will enable us to extend the involvement of local people in the design and delivery of activities and help build capacity at individual, community and stakeholder level, through active engagement and personal development.

EMPLOYMENT AND SKILLS

The aim of our employability programme is to provide vital support for clients experiencing a range of barriers to work. These may include people with limited skills and experience, lack of confidence or caring responsibilities. This year we have focused on supporting clients who are long-term unemployed or have never worked and those who have physical mobility needs and mental health conditions.

Our employability support is orientated toward training, skills improvement and confidence-building. We take a personalised, asset-based approach, with a dedicated advice worker for each client. We work with participants to identify their strengths, interests and what may inspire them before co-creating personal action plans and setting goals. We arrange embedded activities within the programme, including participatory arts, which help to build confidence and enable people to learn new skills. We work with OCS, one of our corporate partners, to provide job opportunities for people who do not traditionally have access to or manage to sustain employment.

This year our employability programme included support for young people through the Young Londoners Capital Talent Project and Creative Futures. Both of these projects included creative skills courses and were aimed at young people with a range of health and mobility barriers via our Central London Works and Health Project.

Our learning programme comprises accredited and non-accredited training to support English language learning and digital skills. The ESOL (English for Speakers of Other Languages) learning programme quickly transitioned when the pandemic hit 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 limited language skills, access to hardware or lack of confidence. 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. 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 those on Universal Credit.

We engaged nearly 300 learners on our projects, including accredited ESOL courses (Speaking & Listening plus Reading & Writing) administered through New City College; a community ESOL programme with Social Mixing Clubs (200 learners); a bespoke digital programme that addressed individual needs and provided access to 130 tablets and data, plus weekly support calls.

2021/22 Delivery plans

There has been a significant increase in need and demand for employability support during and post-lockdown, particularly affecting those furthest from work and those made newly vulnerable by the pandemic. We are aware of a local lack of capacity to provide the required support and are developing propositions to work with local partners, including Job Centre Plus. We will build on our programme of job brokerage with employers. We will also continue to engage with the local community in areas of higher deprivation with a focus on those for whom English is not their first language, people with disabilities or mental or physical health problems, those aged 50+ with low or no qualifications and/or transitioning to work or back into work. In addition, our Young Londoners and Creative Futures projects will support young people with a programme of 1:1 coaching, group sessions, modules and short courses tailored to individuals and ongoing wrap-around support and follow up.

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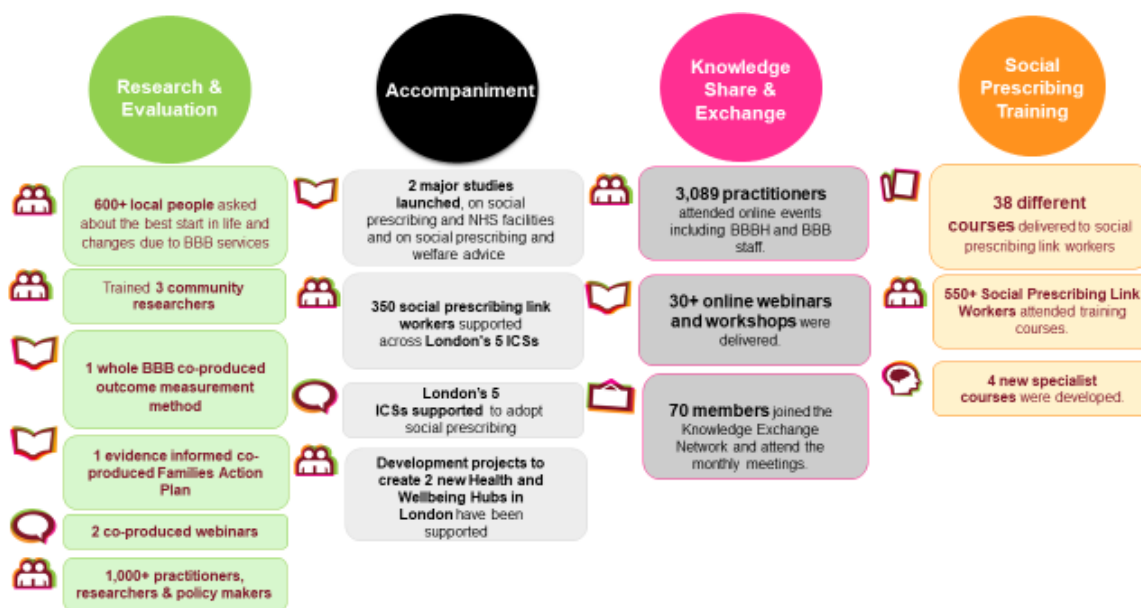
The demand for our ESOL and digital skills projects continues to escalate and therefore our focus will be on developing funding propositions and volunteer cohorts to support the increase. We will be working closely with and managing referrals from across the Centre and BBBH to help embed these skills, which are essential to help clients access support and participate in activities that build connection and resilience.

INSIGHTS

Bromley by Bow Insights was established seven years ago and reports to both the Centre and BBBH. 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 combine high quality research and evaluation of the organisation's work and apply the findings to the Centre's own practice, thus keeping it 'real' rather than theoretical. The Covid-19 crisis has brought into focus the changing needs and concerns that are affecting our community and what they want and need from us.

2020-21 delivery highlights

- ✓ 3 community members trained in research
- ✓ Engaged community voices by gathering and sharing evidence of need, opportunity and change to inform the BBB model and services
- ✓ Facilitated co-development of BBB's Outcomes measurement method
- ✓ Shared knowledge and skills, and facilitated best practice events to inform practitioner approaches to achieve outcomes for their clients
- ✓ Secured income for BBB



2021/22 Delivery plans

- BBB centric research with local people, e.g., Families' post pandemic play and housing needs
- BBB teams have access to resources to capture change due to their services AND use data to inform the design of BBB model / services
- BBB best practice knowledge increases through relevant stakeholder engagement, network participation and training

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MY LIFE

Arts and Environment

Our arts programme is based upon the Centre's founding principles of believing in the benefits of arts and creativity for health and wellbeing and for building a healthy community. Despite the challenges of lockdown we have continued to focus on the role of Centre as a space for artistic, creative and collaborative learning. For the most part, our arts activities are embedded within our service areas but with three consistent and interrelated components of the way we work:

- Participation – by bringing people together, participants see their contribution as a way of conveying joy and inspiration to others and improving the overall health and development of the community and society
- Education/learning - accessing the tools to express creativity
- Performance/sharing - creating change

Alongside our resident artists, we have continued to develop our arts programme and establish relationships with organisations such as the National Theatre and English National Opera (ENO) and also with local artists. This year our programme has included:

- **Visual Arts** - creative sessions including Ceramics, Textiles, Mosaic, Arts and Crafts in Social Care
- **Film** - production of Collaborative Films including a Women's mental health film project 'Extraordinary me' and Communities Driving Change 'Burdett Football Club Film project
- **Music** - a weekly on-line choir run throughout lockdown
- **Photography** - "The Sea Between us" documentary photography projects and a summer exhibition
- **Pottery** - online pottery workshops with local residents

Our parks team and volunteer gardeners have continued to tend Bob's Park as a vital community resource, including for use by the local school for exercise activities. We have used the park to deliver activities and bring together small groups to connect and socialise, particularly those who were feeling isolated and alone. One of gardeners has been running therapeutic horticulture sessions to support social care and social prescribing clients.

2021/22 Delivery plans

We will continue to seek funding to support an overarching participatory arts programme, whilst at the same time continuing to deliver embedded arts projects across our services. We are delighted to have entered into a one year partnership with Chickenshed Theatre Company with a programme theme of reconnection and recovery.

Integrated Health and Wellbeing (Social Prescribing)

Our approach to health and wellbeing recognises that the majority of factors affecting mental and physical ill health are social and economic – people need friends and a feeling of belonging, a sense of purpose, financial security, a safe home and hope for their future. Our integrated health team comprises includes BBBH and delivers a range of social prescribing support, including mental health support in partnership with the East London Foundation Trust ("ELFT"). This includes Rapid Social Prescribing, which addresses urgent need. The team supports people by giving time to explore what's important to them; help them identify issues and challenges they would like to address and then find services and activities to support them in the local community.

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 main client needs have been for social welfare advice, mental health support and urgent pandemic related help. The Centre is the top referral organisation for social prescribing across the Borough and increasingly we are referring into in house services.

The service conducts outreach using health data to target those most vulnerable to ensure they are connected in to the right community support and activities. This year there has been a focus on capturing data within the integrated team using both NHS (EMIS) and Centre (CRM) systems to measure overarching outcomes.

The team has worked closely with the Insights Team to support Link Worker training and knowledge share.

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2021/22 Delivery plans

We will build on our approach to supporting individuals through the Integrated Health and Wellbeing team and aim to increase referrals directly from the community. We plan to enhance our service to include children and young people and families, introduce social prescribing counselling (addressing the high demand for mental health support), social prescribing with social welfare (addressing the high demand of social welfare related support) and develop a befriending Service (addressing the increase in loneliness and social isolation). We will redesign the service model including professional development of social prescribing link workers and develop funding propositions for the continuation of three Social Prescribing Link Worker roles after March 2022.

We will continue to support knowledge share and the further implementation of our outcomes framework - Evidence Into Practice.

Sports and physical activities

We offer a range of sport and physical activities for families and young people including those with disabilities. Our projects include:

- Active Together for the whole family and funded by the Sport England Families Fund;
- Young Londoners, an online Level 1 YMCA qualification - Introduction to Lifestyle Management training for young people aged 16 to 21 who are not engaged and are already within or are heading towards the criminal justice system; and
- Active Futures, Level 1 Influencing Health & Wellbeing training in partnership with the Tower Project and Ian Mikardo School to support and enable disabled people aged sixteen and above to become more physically and socially active. On completion of the project, we supported residents on to weekly activities including boxercise, yoga, dance, movement and women-only sessions.

We delivered a six month pilot programme in partnership with ELFT, to provide Level 1 Influencing Health and Wellbeing training jointly to both ELFT staff and service users living with a mental health condition.

Our services included a comprehensive online offer during lockdown that enabled families to continue to be active together and included yoga, dance, aerobic movement, stretching, meditation sessions and delivery of outdoor activity family packs.

Karin's story

Karin's story is one of determination and hope



Karin's story is inspiring. Despite episodes of mental ill-health, she has found creative ways to cope with her condition. The coronavirus lockdowns affected her badly. She became isolated and depressed. Her mood, sleep, diet and motivation were affected. She felt as if her physical and mental health were deteriorating.

Through the Newham Centre for Mental Health, part of ELFT, Karin was referred to our Health Influencers course, a six-week programme that helps people get active and build skills and knowledge to help others become more active and healthy too. In the end, Karin completed the course exam with a score of 91%.

Karin feels clear about what she now needs to keep healthy and well and is considering how else to interact with others, adding; "I'm thinking of trying the Centre's art-based courses next and I hope to volunteer."

"The Centre's support has been life-changing. I've had a real boost to my confidence."

The Bromley by Bow Centre

Trustees' annual report

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2021/22 Delivery plans

Young Londoners

→ We have agreed with a local youth club run by partners Poplar HARCA Spotlight to deliver two further YMCA Level 2 Community Activator cohorts between July and December 2021. We will be targeting 30 young people aged 16 to 21 who are currently not engaged within education, employment, training or are in or are heading towards the criminal justice system.

Active Together

→ In partnership with LBTH Sports Development & Services for Disabled Young People, we will be delivering Active Together between July and December 2021 specifically for families with a disabled child. Our aim is to engage with and enable 40 families to participate on a weekly basis.

ELFT – Influencing Health and Wellbeing Training

→ Between July and September 2021, we will be focusing on supporting staff and users who've successfully completed this training to put their new skills into practice through volunteering, mentoring, supporting local providers and helping them become more physically and socially active within their communities on a long-term basis. Our aim is to support 30 staff and service users within this period.

Young People

→ Development of weekly sport, physical activity and social interaction programmes in partnership with leading local and national organisations that support young people. We will be prioritising disabled young people, young people living with a mental health condition, young carers and looked-after children.

Sports & Physical Activity Hub

→ Ensuring we become a recognised hub of sport, physical activity and sports training which results in numerous activities being available on every day of the week. For these hubs, we will specifically be targeting older residents, adults living with long-term physical and mental health conditions adults with disabilities.

Adult 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 service is supplemented with non-statutory income in order to offer a wide range of activities and choice for our clients. The uncertainty and impact of the pandemic has had a significant impact on our most vulnerable clients. We have therefore worked hard to offer as much support as possible to them and their carers and families.

This includes the provision of online activities including physical activities, singing, games and arts and crafts. Our clients were further supported with wellbeing calls, one to one sessions and weekly newsletters. Our Space to Connect project for older people introduced much needed in person coffee mornings, which we also ran for carers as well as clients.

2021/22 Delivery plans

Our day services are now commissioned as part of the new Tower Hamlets learning disabilities activities framework. Whilst this has had an impact on who is able to access the services and the activities available, we will be seeking non statutory income and partnerships to be able to widen our range of support. We are self-funding our horticultural activities and we have recently entered a partnership with theatre company Chickenshed to offer participatory theatre. The focus on the framework contract is personalised activities and support to 30+ adults with a learning disability with:

- an employment first approach;
- defined client support needs;
- occasional evening and weekend delivery;
- an expanded range of workshops and activities across the Centre and in the local community; and
- increased attendance and client engagement.

We plan to expand our community gardening sessions, continue with face to face sessions for Space to Connect clients and increase support for families and carers.

The Bromley by Bow Centre Trustees' annual report

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2021/22 Centre Plan

Our Centre Plan for 2021/22 focuses on strengthening our model and making our work even more effective. It has been driven from the grassroots of the organisation and focuses on eight vital overarching priorities.

<p>1. Outreach and Engagement</p> <ul style="list-style-type: none">• Develop a more community/person centred approach, as opposed to individual project based offers, helping us to frame our outreach and engagement more appropriately• Increase the Centre's resources for outreach and engagement by sharing across projects and discrete fundraising• Gain economies of scale by joining up this work while learning and improving our outreach and engagement <p>2. Digital Inclusion</p> <ul style="list-style-type: none">• Create high quality service delivery environments to meet the range of digital Inclusion needs of our local community• Provide training and support to effectively provide remotely delivered services as part of a blended service offer• Provide the community with the training and resources to overcome the digital divide• Deepen our collective understanding of the issues around Digital Inclusion across BBBC and BBBH <p>3. Volunteering</p> <ul style="list-style-type: none">• Increase volunteering opportunities for local people• Create supported volunteering roles in service delivery projects• Employ a Volunteer Manager and update 'Investor in Volunteers' accreditation <p>4. Measuring Impact</p> <ul style="list-style-type: none">• Secure funding for the application of the outcomes framework and ongoing research, including community research• Embed the outcomes framework and other measurement as integral to service delivery• Provide real-time data and support its analysis, during the course of projects not just at the end• Build and share the evidence base for the Bromley by Bow model	<p>5. Integrating Data</p> <ul style="list-style-type: none">• Make a step-change in data sharing across services - key to unlocking closer joint work and common goals• Track client/patient journeys more effectively to help tailor services to needs• Create data flows that provide stronger evidence for impact reporting and continuous improvement <p>6. Partnerships</p> <ul style="list-style-type: none">• Strengthen anchor relationships with Poplar HARCA and LBTH, including Public Health• Comprehensively map existing partnerships and key relationships• Extend partnership working with PCN, CCG, ICS, THCG, schools, housing providers, third sector organisations <p>7. People and Culture</p> <ul style="list-style-type: none">• Implement the People & Culture strategy for the organisation• Deliver against our equality, diversity and inclusion priorities• Increase our commitment to staff wellbeing support and provide more training and development opportunities• Upgrade our people management capabilities and approaches <p>8. Financial Sustainability</p> <ul style="list-style-type: none">• Deliver a £200k surplus on a £4m turnover in 2021/22• Embark on a 3 year goal to create positive free reserves of £500k• Improve our strategy for income generation including joint bidding with partner organisations• Increase commercial income including leveraging property assets
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It is an ambitious plan that will stretch our creativity and imagination. It will require us to work hard and be disciplined. But it's a plan that sits on much firmer foundations than we have had before and we are confident we can deliver it. Our plan is based on a shared vision and set of common priorities between the Centre and BBBH.

We are optimistic about the future because we have come through so many challenges over the last three decades not just in the last 12 months. The Bromley by Bow model is more relevant today than it has ever been. This plan creates the platform to transform our community and secure our long-term future.

The mission of the Centre is completely tied together with the work of BBBH. For this reason, the charity's priorities for the coming 12 months are designed to support even closer joint working of the two organisations. The express aim is to ensure that we are as aligned as possible, with a determined focus on responding to the needs of our local communities. This means being even more radical.

The key features of this next phase of joint work will be to ensure that our work is aligned and we plan collaboratively. There will be a renewed focus on meeting local needs and addressing the social determinants of health and an increased volume and range of joint service delivery for local people. This will be underpinned by a shared approach to measuring impact, teaching, research and knowledge share; integrating data systems, joint fundraising and bid development; a common approach to staff wellbeing support, training and development and more co-location and mixing of teams.

The Bromley by Bow Centre

Trustees' annual report

For the year ended 30 June 2021

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.

Public Benefit and Objects

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."

We have referred to the Charity Commission's guidance on Public Benefit (PB1) and concluded that the stated objects and the activities of the Centre are beneficial in a way that is identifiable and are of benefit to a sufficient section of the public. This Annual Report explains how the Centre has carried out the charity's objects in accordance with the guidance on reporting (PB3).

Trustees and their responsibilities

The governing body is the Board of Trustees ("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 22 but are not Directors as defined in Company Law. The Board met together via video conference ten times during the 12 months to June 2021. Members of the ELG are invited to attend all Board meetings and the annual general meeting.

The Board comprises a minimum of six and maximum of 15 Trustees and is currently at a level which the Board feels is adequate. The number of seats on the Board available to Nominees was three at the start of the year but increased to four at the Annual General Meeting held on 17 September 2020. There are currently 10 members of the Board. Trustees serve an initial term of three years and can be elected for a maximum of 12 years.

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 Bromley by Bow Centre

Trustees' annual report

For the year ended 30 June 2021

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

Trustee Training

A structured induction programme has been 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 will be reviewed and improved at the time when a new Trustee is next appointed.

Before the pandemic, the Board arranged Back to the Floor days for trustees. The purpose of these sessions was to give trustees hands-on experience of the Centre's work, covering a range of the programmes delivered. In the absence of these sessions this year, individual senior managers have been invited to join regular Board meetings to discuss the projects that they are working on and answer questions from the Trustees. For the annual Board Strategy session, several senior managers recorded a summary of their areas of responsibilities before the meeting and answered questions from Trustees on these.

Trustee Biographies

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.

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Michael Gould retired as a Lloyd's insurance broker in 2000 and, since then, has been a volunteer for Thames North Synod of the 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.

Dr Savitha Pushparajah is a GP Partner in BBBH, which has a close working relationship with the Centre and operates three GP surgeries and a Walk-in Centre in Tower Hamlets. She has 16 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. She is the Safeguarding lead on the Board.

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 LBTH. She is Vice President of the Centre and became a Trustee on 17 September 2020.



Obafemi Shokoya has been a trustee since December 2018. The East End of London is firmly in his blood and he is passionate about the challenges and the potential of local people.

Raised in Newham, Obafemi is a proud child of African immigrants and his family remains local. For his career, he trained as a hospital pharmacist and worked in the NHS for 20 years, the latter ten years as a chief pharmacist specialising in transformative change in Croydon, East Kent and Barts Hospitals. In 2018, he started his own healthcare leadership consultancy.

Through his involvement with INSEAD, the international business school that promotes equality, diversity and inclusion, Obafemi was introduced to the Centre and was astounded by what he experienced. It wasn't long before he agreed to join the Trustee Board.

He sums up what impresses him most. "It is the basis the Centre operates on, every day. The way the organisation helps transform physical and mental health and communities appears simple; advice for someone in distress, green space to enjoy, work and learning opportunities, a sense of purpose and belonging. Instead of dwelling on barriers, the staff and volunteer team members focus on the potential of local people."

As a trustee, Obafemi hopes to build wider recognition of the Bromley by Bow model as a radical approach for the health of our nation, needed now more than ever.

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-

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Trustees' annual report

For the year ended 30 June 2021

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 10 Board meetings. The membership of the Board from 1 July 2020 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.

		Sub-Committee Membership		
		Finance	Property	Board Effectiveness
Monjur Ali	Resigned 30/06/21			
Simon Bevan		Chair		Member
Paul Brickell			Chair	
Michael Gould			Member	
Ajit Lalvani				
Savitha Pushparajah		Member		Member
Zenith Rahman				
Obafemi Shokoya				Member
David Smeed		Member	Member	Chair
Rachel Smith				
Neil Smith		Member		

The Board considers that it currently has an appropriate mix of skills and background experience. The current Board has 10 Trustees and includes three female members; four members from Black, Asian and minority ethnic groups and four members with strong connections with the local community.

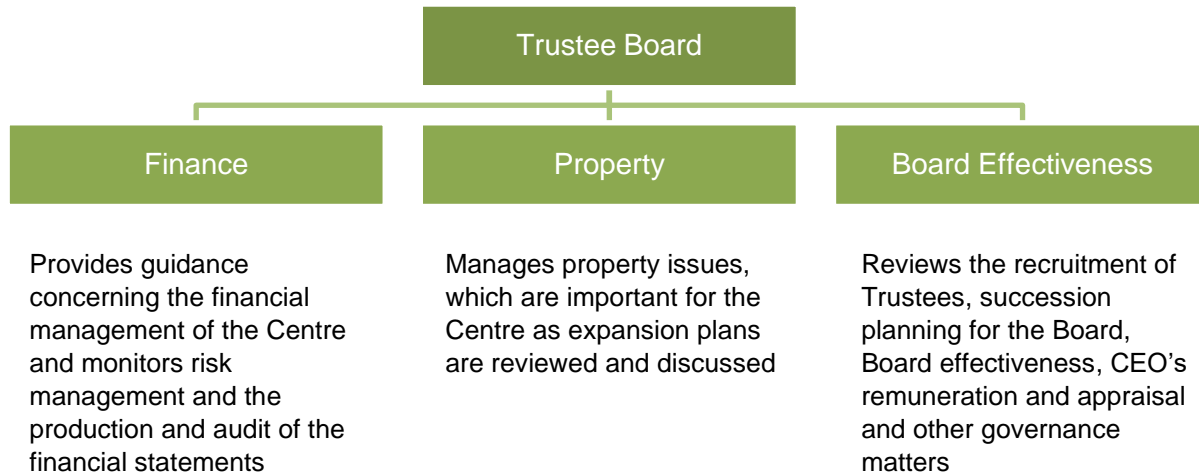
The charity's insurance cover includes Indemnity Insurance for Trustees.

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 Bromley by Bow Centre Trustees' annual report

For the year ended 30 June 2021



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 nineteenth year as Chief Executive, leads the organisation and chairs the ELG. The members of the ELG are Dr Julia Davis (Honorary Director), Elly de Decker (Executive Director) and Michael Barnett (Director of Finance and Operations).

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 18) 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.

Fundraising Strategy

The primary aim of the charity's fundraising strategy is to maximise income generation in support of the 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 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 £2,761k (£2,239k in 2020), including a one-off £144k grant from the Resilience and Recovery Grant Fund. Total unrestricted income was steady at £1,262k (£1,291k in 2020). Of this, £619k (£590k in 2019) came from donations, a good result given the absence of events and other fundraising activities due to the pandemic. The largest single donation was from BBBH as a result of our long standing partnership.

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There has been encouraging growth in income from individual donors, including through the continuing expansion of our Friends of the Bromley by Bow Centre programme. In spite of the restrictions imposed by the pandemic, an imaginative campaign saw 12 volunteers participate in the 280 Challenge which raised £25k.

Expenditure on raising funds was unchanged at £397k (£397k in 2020).

Forward plans

Looking forward, the 2022 targets show realistic levels of growth in total income and income from donations. Our plans require a shift in funding patterns 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 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.

Within the area of philanthropy and unrestricted income, we are focusing on the considerable networks of senior leaders from across sectors who are already aligned with the Centre's work. We are also driving our approach with corporate businesses and developing new relationships that can provide long-term support year on year.

Framework of good practice

The 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 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.

People and Culture Strategy

The Centre developed a new People and Culture Strategy that was agreed in May 2021. The purpose of the strategy is to cultivate an environment which inspires and empowers people to deliver the Centre's Vision.

The strategy was formulated based on an extensive exercise to gather the input of employees and drafted by a task group that included members from multiple teams and with different responsibilities. The result included a clear articulation of where we want to be and how we will get there under four areas:

- 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.

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For the year ended 30 June 2021

Delivering the strategy starts with implementing the actions agreed. A wide range of employees have volunteered to take the lead on delivering these actions and oversight is provided by a separate task group.

In addition to developing the new strategy, 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;
- starting the roll out of a new HR system to improve record keeping and efficiency;
- expanding our recruitment searches to reach a more diverse pool of candidates;
- supporting employees' health and wellbeing needs during lockdown; and
- implementing the findings of an Equal Pay Audit conducted by an independent consultant.

Diversity and Inclusivity

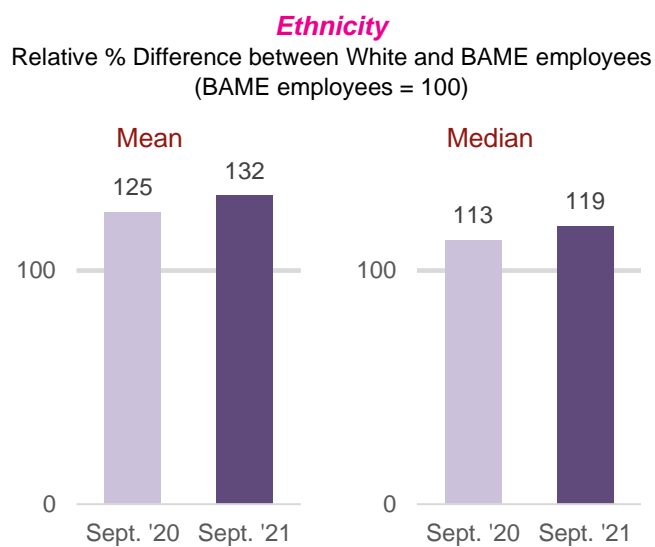
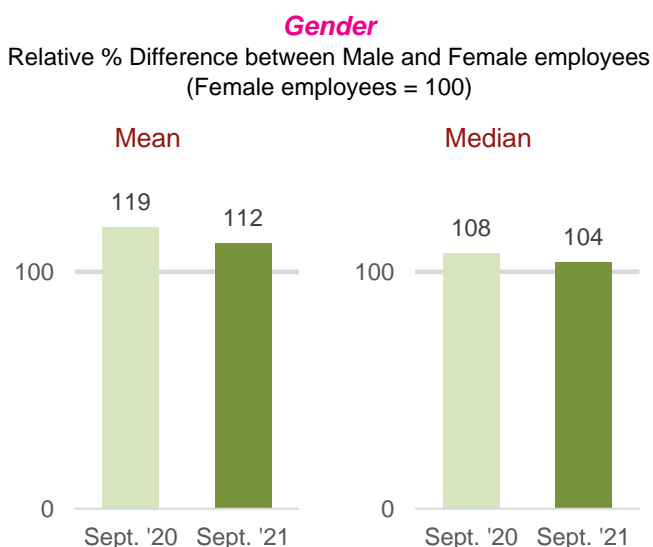
The Centre has a strong commitment to developing the diversity of its staff and volunteers through equal opportunity policies, training, targets and practical action. The Centre is a very diverse organisation. We pride ourselves that our delivery and support teams comprise individuals with many backgrounds and cultures and represent over 30 different nationalities. Between us, we speak more than 25 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 also monitor pay figures across other dimensions.

The graphics below shows our gender and ethnicity pay figures for September 2020 and 2021.

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

Average Pay Gaps

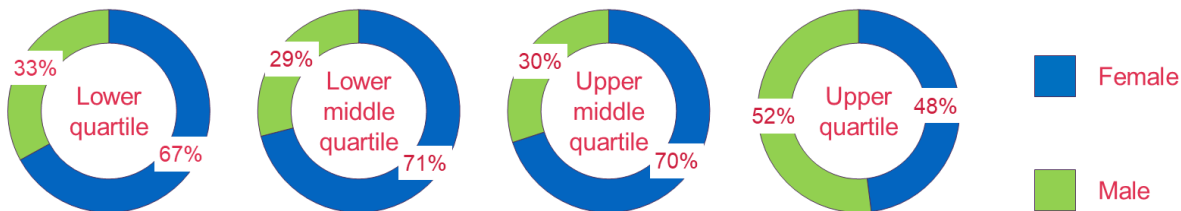


The Bromley by Bow Centre Trustees' annual report

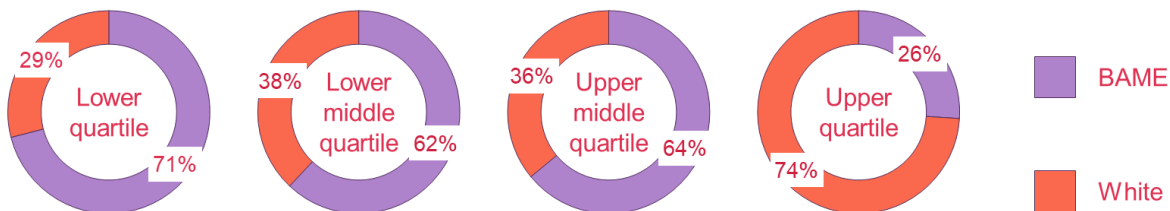
For the year ended 30 June 2021

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 entirely driven by a lack of representation in senior roles due to a skew towards males and white employees in higher paid positions. The independently conducted Equal Pay Audit confirmed that the gaps are not due to systemic pay differences between employees doing work of equal value. We are seeking to address these gaps and have set targets of reducing them progressively over time.

To drive our Diversity and Inclusivity agenda, a new Task Group has been instigated and led by our CEO. The Group will undertake a series of initiatives 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. Salaries for new roles are benchmarked using a consistent job evaluation approach with existing roles. 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.

Related Parties

The Centre has a number of strong relationships with various organisations. Those considered as related parties are BBBH, LBTH, Poplar HARCA and the United Reformed Church, as the four organisations that nominate a representative as a Trustee, plus the Vitabiotics Foundation as our Chair, Ajit Lalvani, is a non-executive director of Vitabiotics Limited. The income received during the year from these parties is disclosed in note 9 to the Accounts and the loan balances and facilities in notes 14 and 16.

We work closely with BBBH to provide better health and wellbeing outcomes for the local community. We obtain funding from LBTH to deliver services, including some which are the subject of competitive tendering processes. Many of the services that we deliver provide a direct benefit to the residents living in properties managed by Poplar HARCA. We support the local congregation of the URC and maintain the church building for use by the Centre and the community. The Vitabiotics Foundation shares our long standing commitment to tackling health inequalities and social determinants of health.

The Bromley by Bow Centre Trustees' annual report

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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 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, alongside a summary of how likely it is that the risk will crystallise in what timeframe, the potential impact, our plans for managing these risks and recent changes in the risk profile.

- Unrestricted Income - *Levels of unrestricted income do not allow unfundable needs to be met or core costs to be covered.* Over the next three years, it is possible that the targets for unrestricted income will not be met and the impact would be a direct reduction in charity funds. Activities to manage the risk include regular meetings involving the CEO, Executive Director and Head of Philanthropy to review the delivery of the Fundraising Strategy and the reporting of progress at Finance Sub Committee and Board meetings.
- Cash flow liquidity - *Unable to pay creditors in the short term due to lack of liquidity.* Within the next year, this is unlikely due to the availability of the financing facility from the URC. The impact would be a loss of confidence with suppliers and funders. Activities to manage the risk include monthly Cashflow reporting to the Finance Sub Committee and quarterly reporting to the Board. The profile of this risk has improved in the last year due to the receipt of a loan through the Resilience and Recovery Loan Fund and agreeing the facility with the URC.
- Service Delivery margins - *Margins from service delivery contracts do not cover the required level of overhead absorption.* Over the next three years, it is highly likely that some contracts will be entered into with a lower rate of overhead absorption than required due to stringent funder restrictions. The impact would be to place a greater reliance on unrestricted and trading income to cover overheads. Activities to manage the risk include clear governance around the entry into new contracts and dialogue with funders during contract negotiations.
- Staff and volunteer capabilities - *Staff and volunteers do not have the right capabilities relative to their roles.* Within the next year, this is likely to be the case as the level of staff turnover is expected to increase over the coming months in line with external trends. The impact would be on the level of experience of staff members, potentially impacting service delivery quality. Activities to manage the risk include the implementation of the People & Culture Strategy (see page 23) and a continued focus on staff wellbeing. The profile of this risk has worsened in the last year as the country emerges from the Covid-19 pandemic.

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 2021

E Review of Financial Position

The Centre's business model

The 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 results for the year to 30 June 2021 were extremely pleasing and show the outcomes of a three year turnaround plan that came through strongly in spite of the challenges arising from the impact of Covid-19. Improvements were made across all of the key performance indicators used to track performance.

Total income grew 14% (10% decrease in 2020) to £4,023k (£3,530k in 2020). Income from charitable activities rose 14% with good growth in Advice, Insights and Employment & Skills as well two new projects that supported multiple areas of delivery. Income from donations and legacies excluding income derived from the Coronavirus Job Retention Scheme improved by 26% (20% in 2020) to £785k (£621k in 2020) as efforts to increase funding from this area yielded results. Expenditure increased by just 3% (8% decrease in 2020) from the previous year to £3,962k (£3,837 in 2020), an impressive result given the growth in charitable activities and due to a continued focus on reducing costs, especially in support functions, and improving margins.

Overall, the surplus for the year was £61k (£307k deficit in 2020). As a consequence of this and financing activities covered below, net current liabilities improved by £574k to £315k (£889k in 2020). These results provide a solid platform for a strengthened financial position for the future.

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

Nature	Source	2020-21	2019-20	2018-19	2017-18	2016-17
Restricted	Statutory	41%	36%	40%	46%	42%
	Corporate	11%	16%	18%	19%	18%
	Housing Associations and Social Landlords	2%	2%	3%	2%	2%
	Trusts	15%	11%	10%	11%	12%
	Total		69%	65%	71%	78%
Unrestricted	Income from hire of space	8%	11%	9%	8%	8%
	Other activities	23%	24%	20%	14%	16%
	Total		31%	35%	29%	22%

Reserves

At 30 June 2021, the charity's unrestricted funds were in surplus by £1,453k (2020: £1,392k) of which £2,609k represents the Centre's fixed assets. Restricted funds at 30 June 2021 stood at zero (2020: zero). Total reserves increased to £1,453k (2019: £1,392k), mainly represented by tangible assets with a net book value of £2,609k (2020: £2,751k).

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 Bromley by Bow Centre

Trustees' annual report

For the year ended 30 June 2021

The Board reviewed the Reserves policy in September 2021 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 2021 were in deficit by £315k (2020: £889k in deficit) and can be seen in note 18. These negative reserves had built up over four years of financial deficits, a sequence that has now ended and with the Centre being in a situation where annual surpluses are now expected. The delivery of future surpluses remains partly dependent on the continued generation of income in a challenging funding environment.

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 focussed on achieving this. The agreed budget for the new financial year shows a surplus and steps to deliver this include:

- further growth in Service Delivery income based on existing contracts and securing new bids, our recent bid success rate is over 50%;
- further growth in unrestricted income, including from philanthropic sources;
- ongoing improvements in margins on service delivery contracts;
- tight monitoring of all expenditure where these do not have a direct impact on the delivery of high quality outcomes for our clients; and
- full year benefits of initiatives to adopt a flexible delivery model and reduce costs, mostly in support functions.

Cash and Cash Flow

Cash, which has been tightly managed this year, remains adequate with a balance of £250k (2020: £274k) as at 30 June 2021. During the year, the total cash fell by £24k (2020: fall of £161k) as the repayment of creditor balances, notably for taxation and social security was mostly offset by new loan financing of £360k under the Resilience and Recovery Loan Fund, the positive effect of depreciation charges being higher than fixed asset additions and tighter control of debtors' balances.

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 do not cause short term cash flow difficulties, two loans at zero interest totalling £175k remain outstanding as at 30 June 2021 (2020: £175k). Of these, one was repayable in September 2021 at the year-end but now is repayable in September 2022 at the same time as the second loan.

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

The Board has considered the cash flow forecast to December 2022. This shows that, based on reasonable estimates of inflows, the charity can pay trade creditors and loan payments when amounts fall due without recourse to new funding. If required, a funding facility of up to £500k secured in February 2021, after the Board considered proper advice under Section 124 of the Charities Act 2011, could be utilised. This will provide a flexible source of funds to cover any unexpected liquidity issues.

The funding facility 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 and these could be monetised to ensure that all financial obligations are met. Some of these assets have been professionally valued at amounts significantly higher than shown on the Balance Sheet. For example, the Health Centre is shown in the Balance Sheet at 30 June 2021 at £1.9m and was professionally valued at £2.8m in October 2019 and an indicative offer of £4.0m was received from a prospective purchaser in April 2021.

The Board has reviewed the uncertainties surrounding the cash flow forecast, notably the generation of unrestricted income, 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 that there are no material uncertainties for the charity to be a going concern.

The Bromley by Bow Centre

Trustees' annual report

For the year ended 30 June 2021

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, including the strategic 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 18 November 2021jj and signed on their behalf by

Ajit Lalvani
Chair

Independent auditor's report

To the members of The Bromley by Bow Centre

For the year ended 30 June 2021

Independent auditor's report to the members of Bromley by Bow Centre

Opinion

We have audited the financial statements of Bromley by Bow Centre (the 'charitable company') for the year ended 30 June 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

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

Independent auditor's report

To the members of The Bromley by Bow Centre

For the year ended 30 June 2021

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

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

Independent auditor's report

To the members of The Bromley by Bow Centre

For the year ended 30 June 2021

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.

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Independent auditor's report

To the members of The Bromley by Bow Centre

For the year ended 30 June 2021

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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)
24 November 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 2021

	Note	Unrestricted £'000	Restricted £'000	2021 Total £'000	Unrestricted £'000	Restricted £'000	2020 Total £'000
Income from:							
Donations and legacies	2	757	166	923	671	31	702
Charitable activities	4						
Employment & Skills		-	451	451	-	397	397
My Life		-	944	944	-	958	958
Community Connections		-	75	75	14	106	120
Beyond Business		-	126	126	-	116	116
Action for Bow		18	-	18	18	-	18
Advice Centre		-	594	594	15	524	539
Insights		161	230	391	180	107	287
Cross Area Projects		-	175	175	-	-	-
Other trading activities	3	326	-	326	392	-	392
Investment income		-	-	-	1	-	1
Total income		1,262	2,761	4,023	1,291	2,239	3,530
Expenditure on:							
Raising funds		397	-	397	397	-	397
Charitable activities							
Employment & Skills		20	581	601	17	613	630
My Life		38	1,127	1,165	23	1,144	1,167
Community Connections		18	105	123	14	202	216
Beyond Business		-	154	154	-	148	148
Action for Bow		18	-	18	17	-	17
Advice Centre		24	677	701	10	710	720
Insights		181	258	439	218	130	348
Cross Area Projects		-	208	208	-	-	-
Other trading activities		156	-	156	194	-	194
Total expenditure	5	852	3,110	3,962	890	2,947	3,837
Net income / (expenditure) for the year	6	410	(349)	61	401	(708)	(307)
Transfers between funds		(349)	349	-	(708)	708	-
Net movement in funds		61	-	61	(307)		(307)
Reconciliation of funds:							
Total funds brought forward		1,392	-	1,392	1,699	-	1,699
Total funds carried forward		1,453	-	1,453	1,392	-	1,392

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 2021

	Note	£'000	2021 £'000	£'000	2020 £'000
Fixed assets:					
Tangible assets	11		<u>2,609</u>		<u>2,751</u>
			2,609		2,751
Current assets:					
Debtors	13	671		759	
Cash at bank and in hand		<u>250</u>		<u>274</u>	
		921		1,033	
Liabilities:					
Creditors: amounts falling due within one year	14	<u>(1,236)</u>		<u>(1,922)</u>	
Net current liabilities			<u>(315)</u>		<u>(889)</u>
Total assets less current liabilities			<u>2,294</u>		<u>1,862</u>
Creditors: amounts falling due after one year	16		<u>(841)</u>		<u>(470)</u>
Total net assets			<u><u>1,453</u></u>		<u><u>1,392</u></u>
The funds of the charity:	19				
Restricted income funds			-		-
Unrestricted income funds:					
Designated funds		14		14	
General funds		<u>1,439</u>		<u>1,378</u>	
Total unrestricted funds			<u>1,453</u>		<u>1,392</u>
Total charity funds			<u><u>1,453</u></u>		<u><u>1,392</u></u>

Approved by the trustees on 18 November 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 2021

	2021 £'000	2020 £'000
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	61	(307)
Depreciation charges	142	140
Investment Income	-	(1)
Interest Paid	41	45
Decrease/(increase) in debtors	88	(230)
Increase/(decrease) in creditors	(616)	315
Net cash provided by / (used in) operating activities	(284)	(38)
Cash flows from investing activities:		
Bank interest received	-	1
Interest paid	(41)	(45)
Purchase of fixed assets	-	(24)
Net cash provided by / (used in) investing activities	(41)	(68)
Cash flows from financing activities:		
Repayments of borrowing	(59)	(55)
Resilience & Recovery Loan Fund	360	-
Net cash provided by / (used in) financing activities	301	(55)
Change in cash and cash equivalents in the year	(24)	(161)
Cash and cash equivalents at the beginning of the year	274	435
Cash and cash equivalents at the end of the year	250	274

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.

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.

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 produced a net income of £61k, a substantial improvement on the prior year in spite of the ongoing impact of Covid-19. At year end, there was a deficit on free reserves of £315k. At the balance sheet date, the charity had bank balances totalling £250k and net current liabilities of £315k.

The Board has considered the cash flow forecast to December 2022. This shows that, based on reasonable estimates of inflows, the charity can pay trade creditors and loan payments when amounts fall due without recourse to new funding. If required, a funding facility of up to £500k secured in February 2021, after the Board considered proper advice under Section 124 of the Charities Act 2011, could be utilised. This will provide a flexible source of funds to cover any unexpected liquidity issues.

The funding facility 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 and these could be monetised to ensure that all financial obligations are met. Some of these assets have been professionally valued at amounts significantly higher than shown on the Balance Sheet. For example, the Health Centre is shown in the Balance Sheet at 30 June 2021 at £1.9m and was professionally valued at £2.8m in October 2019 while an indicative offer of £4.0m was received from a prospective purchaser in April 2021.

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.

Claims made through the UK Government's Coronavirus Job Retention and Support Schemes are recognised as income in the period during which the associated staff were furloughed. This income is considered to be unrestricted.

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

	2021			2020		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Donations	619	22	641	590	31	621
Resilience & Recovery Grant Fund	-	144	144	-	-	-
Government Grants Income	138	-	138	81	-	81
	757	166	923	671	31	702

3 Other Trading Income

	2021			2020		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Rent and service charge income	325	-	325	368	-	368
Other Trading Income	1	-	1	24	-	24
Total Other Trading Income	326	-	326	392	-	392

The Bromley by Bow Centre

Notes to the financial statements

For the year ended 30 June 2021

4 Income from charitable activities

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

Charitable Activities	Unrestricted £'000	Restricted £'000	2021 Total £'000	Unrestricted £'000	Restricted £'000	2020 Total £'000
<u>Employment & Skills</u>						
Aim4Work	-	-	-	-	42	42
Create Your Future	-	-	-	-	53	53
ESOL for Integration	-	103	103	-	-	-
ESOL New City College	-	104	104	-	85	85
Ingeus Central London Works	-	137	137	-	25	25
LCF Creative Communities	-	50	50	-	29	29
Work routes 50+	-	-	-	-	61	61
Others	-	57	57	-	102	102
	-	451	451	-	397	397
<u>My Life</u>						
Active Health	-	42	42	-	33	33
Active Together	-	110	110	-	96	96
Cancer Prescribing	-	-	-	-	64	64
Communities Driving Change	-	211	211	-	216	216
Crisis Social Prescribing Bridge Point	-	69	69	-	-	-
East London Foundation Trust	-	49	49	-	-	-
Healthy Cities	-	31	31	-	60	60
Social Care	-	188	188	-	248	248
Social Prescribing	-	86	86	-	70	70
Young Londoners	-	42	42	-	43	43
Others	-	116	116	-	128	128
	-	944	944	-	958	958
<u>Community Connections</u>						
Bow Foodbank	-	33	33	-	-	-
Connection Zone	-	19	19	-	14	14
Space to Connect	-	6	6	-	39	39
Time Bank	-	3	3	-	34	34
Others	-	14	14	14	19	33
	-	75	75	14	106	120
<u>Beyond Business</u>						
Investec	-	126	126	-	116	116
	-	126	126	-	116	116
<u>Action for Bow</u>						
Action for Bow	18	-	18	18	-	18
	18	-	18	18	-	18
<u>Advice Centre</u>						
BGET – East End Energy Fit 1	-	32	32	-	-	-
City Bridge Trust	-	46	46	-	43	43
East End Energy Fit	-	114	114	-	142	142
Eastend Homes	-	56	56	-	49	49
Energy Redress (Empower You Too)	-	94	94	-	-	-
Energy Redress – East End Energy Fit 2	-	22	22	-	-	-
Getting on with money	-	-	-	-	99	99
IAA Real	-	32	32	-	31	31
LCF Advice & Information	-	52	52	-	39	39
Others	-	146	146	15	121	136
	-	594	594	15	524	539
<u>Insights</u>						
Act Early	-	65	65	-	31	31
Consultancy	21	-	21	18	-	18
Evidence Into Practice	-	45	45	-	5	5
Regional Facilitator	-	111	111	-	71	71
Research, Evaluation and Training	133	9	142	112	-	112
Tours	7	-	7	50	-	50
	161	230	391	180	107	287
<u>Cross Area Projects</u>						
National Lottery Community Fund	-	100	100	-	-	-
East End Community Fund	-	75	75	-	-	-
	-	175	175	-	-	-
Total Charitable Activities	179	2,595	2,774	227	2,208	2,435

The Bromley by Bow Centre

Notes to the financial statements

For the year ended 30 June 2021

5a Analysis of expenditure (current year)

	Charitable activities											2021 Total £'000	2020 Total £'000	
	Raising funds £'000	Employ- ment & Skills £'000	My Life £'000	Community Connections £'000	Beyond Business £'000	Action for Bow £'000	Advice Centre £'000	Insights £'000	Cross Area Projects £'000	Other trading activities £'000	Governance costs £'000			Support costs £'000
Staff costs (Note 7)	240	360	640	78	93	12	403	220	124	84	-	597	2,851	2,855
Service Delivery Costs	39	66	213	7	15	-	101	112	24	-	-	-	577	480
Centre Delivery Costs														
Facilities, Property, Health and Safety	-	-	-	-	-	-	-	-	-	31	-	94	125	152
Finance and Accounting	-	-	-	-	-	-	-	-	-	-	21	305	326	256
General Management, Other	-	-	-	-	-	-	-	-	-	-	-	15	15	17
HR, Wellbeing and Hospitality	-	-	-	-	-	-	-	-	-	-	-	44	44	35
Information and Communications	-	-	-	-	-	-	-	-	-	-	-	24	24	42
	279	426	853	85	108	12	504	332	148	115	21	1,079	3,962	3,837
Governance costs	2	3	6	1	1	-	4	2	1	1	(21)	-	-	-
Support costs	116	172	306	37	45	6	193	105	59	40	-	(1,079)	-	-
Total expenditure 2021	397	601	1,165	123	154	18	701	439	208	156	-	-	3,962	3,837
Total expenditure 2020	397	630	1,167	216	148	17	720	348	-	194	-	-	3,837	

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.

The Bromley by Bow Centre

Notes to the financial statements

For the year ended 30 June 2020

5b Analysis of expenditure (prior year)

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

The Bromley by Bow Centre

Notes to the financial statements

For the year ended 30 June 2021

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2021 £'000	2020 £'000
Depreciation	142	140
Operating lease rentals: Property	17	17
Auditors' remuneration (excluding VAT):		
Audit	14	14
Under accrual from prior year	3	2

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

Staff costs were as follows:

	2021 £'000	2020 £'000
Salaries and wages	2,524	2,549
Redundancy and termination costs	39	19
Social security costs	225	220
Employer's contribution to defined contribution pension schemes	63	67
	2,851	2,855

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

	2021 No.	2020 No.
£60,000 – £69,999	2	2
£70,000 – £79,999	1	1
£80,000 – £89,999	-	-

The total employee benefits including pension contributions and employer's NIC of the key management personnel were £243,027 (2020: £271,135).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2020: £nil).

8 Staff numbers

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

	2021 No.	2020 No.
Costs of raising funds	4	5
Employment & Skills	14	15
My Life	24	27
Community Connections	7	7
Beyond Business	2	2
Advice Centre	13	16
Insights	8	4
Support	24	25
	96	101

The Bromley by Bow Centre

Notes to the financial statements

For the year ended 30 June 2021

9 Related party transactions

The charity encourages each of its major local partnership organisations, i.e., Bromley by Bow Health ("BBBH"), the London Borough of Tower Hamlets ("LBTH"), Poplar HARCA and the United Reformed Church ("URC"), 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 grants and donations of £250,000 (2020: £Nil) from the BBBH. One of the Charity's Trustees, Dr Savitha Pushparajah, and the Chief Executive Officer, Robert Trimble, are Partners of BBBH.

During the year, the Charity received grants and contract income totalling £328,236 (2020: £382,240) from LBTH. Zenith Rahman, a Trustee, and Helal Uddin, the charity's Director of Community Engagement and Regeneration are LBTH Councillors.

During the year, the Charity received grants and donations of £211,500 (2020: £211,500) from Poplar HARCA. One of the charity's Trustees, Mr Paul Brickell, is the chair of Poplar HARCA and one Trustee, Monjur Ali, held a position on a Poplar HARCA Estate Board.

During the year, the Charity paid rent of £16,500 (2020: £16,500) to URC. One of the Charity's Trustees, Michael Gould, is a volunteer for Thmaes North Synod of URC.

During the prior year, the charity received an unrestricted donation of £20,000 from the Vitabiotics Foundation (2021: £nil). The Charity's chair, Ajit Lalvani, is a non-executive director of Vitabiotics Limited.

The total value of donations from 11 Trustees during the year were £1,784 (2020: from 10 Trustees were £47,797). There are no other donations from related parties which are outside the normal course of business.

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	
Cost or valuation						
At the start of the year	4,190	134	63	197	4,584	
At the end of the year	4,190	134	63	197	4,584	
Depreciation						
At the start of the year	1,490	121	56	166	1,833	
Charge for the year	112	4	1	25	142	
At the end of the year	1,602	125	57	191	1,975	
Net book value						
At the end of the year	2,588	9	6	6	2,609	
At the start of the year	2,700	13	7	31	2,751	
Land and Buildings	Land £'000	Park Development £'000	Mary Buss House £'000	Health Centre £'000	Enterprise Barn £'000	Total £'000
Cost or valuation						
At the start of the year	235	212	24	3,296	423	4,190
At the end of the year	235	212	24	3,296	423	4,190
Depreciation						
At the start of the year	-	63	10	1,307	110	1,490
Charge for the year	-	9	-	94	9	112
At the end of the year	-	72	10	1,401	119	1,602
Net book value						
At the end of the year	235	140	14	1,895	304	2,588
At the start of the year	235	149	14	1,989	313	2,700

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. Mary Buss House is subject to a charge as security for a loan facility from URC Thames North Trust which is detailed in note 16. 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 (2020: £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 2021

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 Appt Ltd, Fat Macy's Ltd, Grassroot Workshop CIC, Carmen's Family Coffee House Ltd, Imagen Ltd, InCommon Ltd, InDent Ltd, Juta Shoes Ltd, Lemonade 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 2021, which in any event is not judged to be material.

13 Debtors

	2021 £'000	2020 £'000
Trade debtors	421	443
Other debtors	4	4
Prepayments	11	32
Accrued income	235	280
	671	759

14 Creditors: amounts falling due within one year

	2021 £'000	2020 £'000
AVIVA loan	64	59
Bromley by Bow Health Loan	-	75
Vitabiotics Foundation Loan	100	100
Trade creditors	95	162
Taxation and social security	153	564
Other creditors	287	281
Accruals	75	83
Deferred income (note 15)	462	598
	1,236	1,922

The Vitabiotics Foundation loan of £100,000 is interest free. At the Balance Sheet date it was due to be repaid by 30 September 2021 but the term has since been extended to 30 September 2022.

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.

	2021 £'000	2020 £'000
Balance at the beginning of the year	598	432
Amount released to income in the year	(598)	(432)
Amount deferred in the year	462	598
	462	598

16 Creditors: amounts falling due after one year

	2021 £'000	2020 £'000
AVIVA Loan	406	470
Resilience & Recovery Loan Fund	360	-
Bromley by Bow Health Loan	75	-
	841	470

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 6 years (June 2027).

The Resilience & Recovery Loan Fund was obtained through Social Investment Business under the Government's Coronavirus Business Interruption Loan Scheme and is subject to a debenture security over the Centre's assets. Interest for the first year, at 9%, will be paid by the UK Government. Interest for the remaining two years is 6.5% per annum. The loan must be repaid from 1 July 2022 to 1 June 2024.

Bromley by Bow Health have made interest free loans totalling £150,000. £75,000 has been repaid. The balance of £75,000 is repayable on 30th September 2022.

On 22 February 2021, the Centre entered into a facility agreement for up to £500,000 with URC Thames North Trust. Funding is available to February 2026 with all drawdowns repayable 60 months after the date of the first drawdown. Any drawdowns will be secured on the property known as Mary Buss House registered at HM Land Registry under the Title Number 269161. Interest on drawdowns is 3% per annum.

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 2021, there were 62 (2020: 67) 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 £63,842 (2020: £66,994).

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

	Fixed Assets £'000	Net Current Assets £'000	Long Term Liabilities £'000	Total funds £'000
Unrestricted Funds				
Designated Fund	14	-	-	14
General Fund	2,595	(315)	(841)	1,439
Net assets at the end of the year	2,609	(315)	(841)	1,453

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

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

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
Restricted funds:					
Charitable Activities					
Employment & Skills	-	451	(581)	130	-
My Life	-	944	(1,127)	183	-
Community Connections	-	75	(105)	30	-
Beyond Business	-	126	(154)	28	-
Action for Bow	-	-	-	-	-
Advice Centre	-	594	(677)	83	-
Insights	-	230	(258)	28	-
Cross Area Projects	-	175	(208)	33	-
Other					
Donations and Legacies	-	166	-	(166)	-
Total restricted funds	-	2,761	(3,110)	349	-
Unrestricted funds:					
Designated funds:					
Mary Buss House	14	-	-	-	14
Total designated funds	14	-	-	-	14
General funds	1,378	1,262	(852)	(349)	1,439
Total unrestricted funds	1,392	1,262	(852)	(349)	1,453
Total funds	1,392	4,023	(3,962)	-	1,453

Expenditure on Restricted Donations

Expenditure has been incurred to fulfil the obligations of the Restricted Donations of £166k. The relevant amounts are reported within Support Costs which are then allocated across the cost categories as shown in Note 5a so are included in the Expenditure figures for Charitable Activities in the table above.

The Bromley by Bow Centre

Notes to the financial statements

For the year ended 30 June 2021

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
Restricted funds:					
Charitable Activities					
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	-
Other					
Capital Programme	-	31	-	(31)	-
Total restricted funds	-	2,239	(2,947)	708	-
Unrestricted funds:					
Designated funds:					
Mary Buss House	14	-	-	-	14
Total designated funds	14	-	-	-	14
General funds	1,685	1,291	(890)	(708)	1,378
Total unrestricted funds	1,699	1,291	(890)	(708)	1,392
Total funds	1,699	3,530	(3,837)	0	1,392

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 2021, the Charity had annual commitments under operating leases as follows:

	Land and Buildings	
	2021 £'000	2020 £'000
Expiry Date:		
Less than one year	17	17
One to five years	33	66
	50	83

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.

21 Operating lease commitments (lessor)

At 30 June 2021, the Charity had amounts receivable under non-cancellable operating leases for each of the following periods:

	Land and Buildings	
	2021 £'000	2020 £'000
Expiry Date:		
Less than one year	185	185
One to five years	706	724
Over five years	184	352
	1,075	1,261

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 2021, 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.

	2021	2020
	£'000	£'000
Investec (Beyond Business Programme)	75	49

The Bromley by Bow Centre

Reference and administrative details

For the year ended 30 June 2021

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:

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

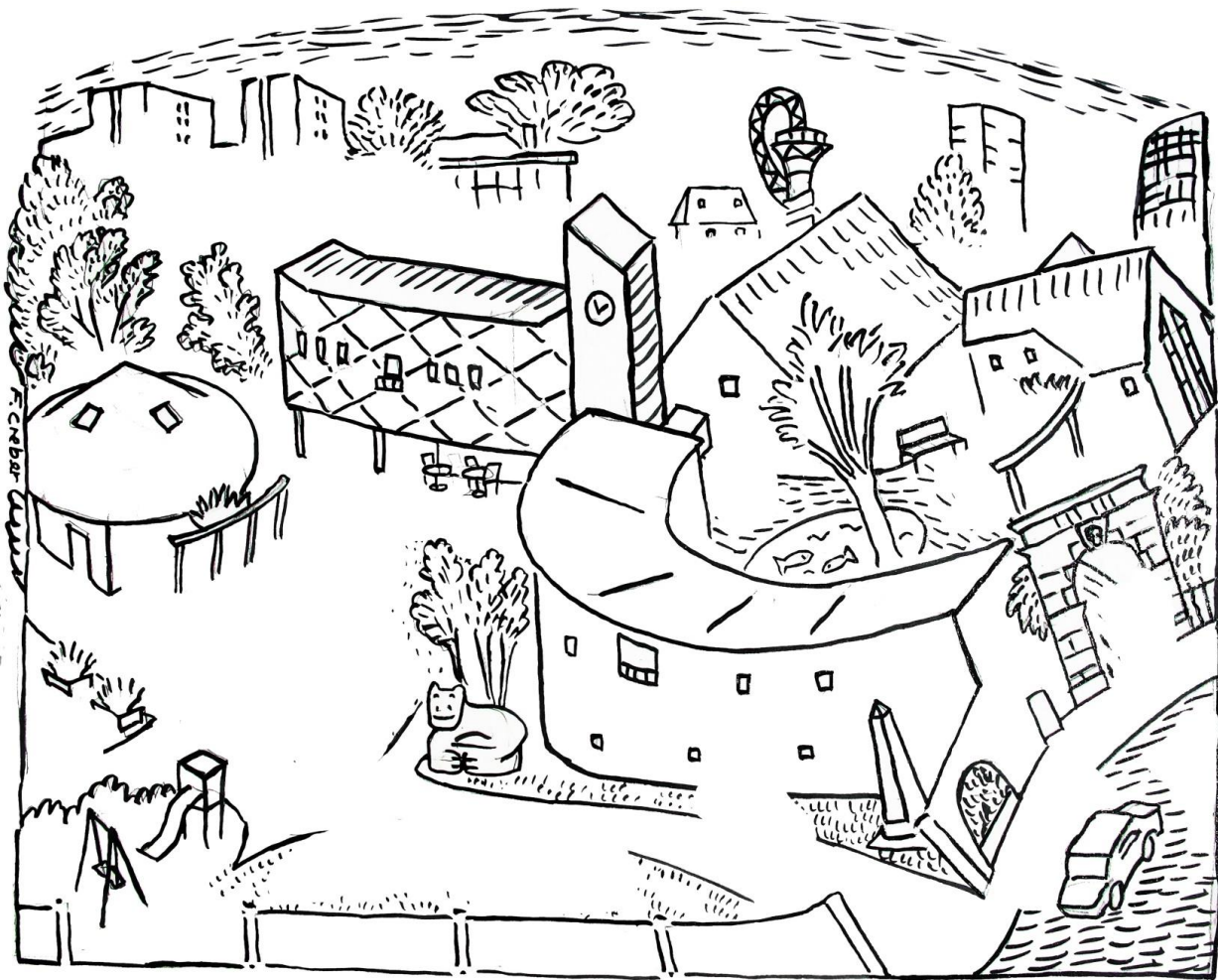
Company Secretary Graham Rowbotham

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



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Contact

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