

Bromley by Bow Centre

Bromley by Bow in brief



"I urge you to take your colleagues down to the Bromley by Bow Centre and let them see what has emerged from nothing. It is one of the most impressive displays of social entrepreneurship anywhere in Europe"

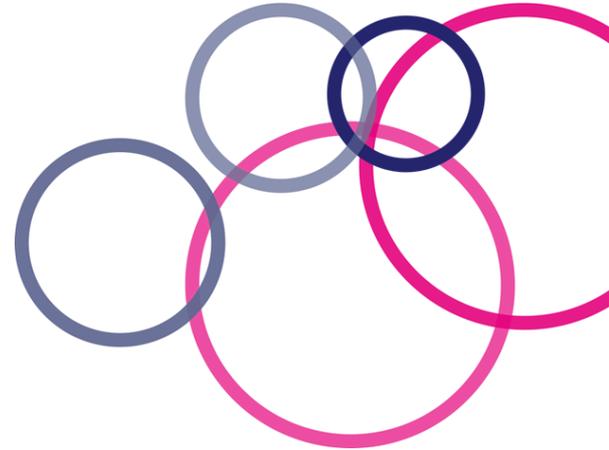
Lord Mawhinney – House of Lords 2014

Bromley by Bow **in brief**

Our mission is to enable people to be well and live life to the full in a vibrant community

Our active values are very simple

- **be compassionate**
- **be a friend**
- **have fun**
- **assume it's possible**



And a quick summary....

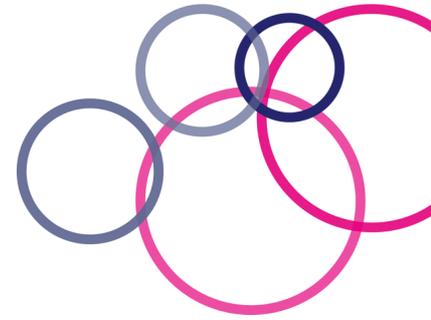
The Bromley by Bow Centre is a dynamic and innovative charity operating in East London. Over the past 30 years it has transformed the lives of people who come from some of the most deprived estates in the UK. It has achieved this by providing a distinctive, holistic and easily accessible range of integrated services in one place. Since 1997 it has worked collaboratively with the Bromley by Bow Health Partnership to create a new and unique model of delivery which has a holistic primary care operation at its core and it became the first Healthy Living Centre in the UK.

The services available stretch from healthcare for local residents to opportunities to set up your own business; from support with tackling credit card debts to becoming a stained glass artist; from learning to read and write to getting a job for the first time or a helping hand up the career ladder.

The charity is focused on transforming the lives of local residents and the community as a whole. It's based in Tower Hamlets, but operates across East London and delivers services in areas of very high deprivation. Whilst providing universal services, the Centre focuses on those with greatest needs and vulnerabilities, often the people considered the hardest to reach and engage.

The Bromley by Bow Centre is accessed by thousands of people each month who use its facilities and services and contribute to their development and running. The buildings and flowing courtyards are designed around a three-acre community park and have been created to promote access, interaction and empowerment

Organisational Overview & Update



1. Integrated solutions to big challenges

The Bromley by Bow Centre's charitable purposes are closely connected to its location. The early initiatives of the organisation began over thirty years ago when some of the estates in the local area were deemed to be amongst the most deprived in Europe. For a number of reasons (including the work of the Bromley by Bow Centre) the overall socio-economic wellbeing of the area has improved over the years, but it still has some extreme challenges:

- Tower Hamlets is the third most deprived borough in the UK and has the highest level of child poverty at 49% of all children
- Overcrowding in Tower Hamlets is twice as high as the rest of London at 16% of households
- The borough has one of the lowest levels of green space per head of the population in the country
- 23% of the adult population hold no formal qualifications
- Tower Hamlets has the highest acute mental health admission rate in London
- The suicide rate in the borough is 20% higher than the London average
- There are 10,000 employable people who don't have jobs (despite there being 60,000 more jobs in Tower Hamlets than employable people)
- 72% of Bromley by Bow residents are estimated to be in need of financial advice
- Over 90 languages are spoken in Tower Hamlets schools
- The borough has the highest number of opiate or crack cocaine users in London
- Approximately 1 in 5 households live on less than £15,000 a year and over 50% of households live on less than £30,000
- The growing number of minimum wage jobs in London (already 21% of jobs pay less than the living wage) and the new welfare changes mean the level of child poverty is expected to continue to rise over the next 5 years

These grim facts underpin the need for the Bromley by Bow Centre's work and are the driver for its charitable purposes. Over the years the Centre has focused its attention on shifting the negative aspects of the community by focusing on its strengths and capacities, rather than its deficits. It has also recognised that needs are not defined by municipal boundaries or lines on a map and it has therefore significantly expanded its operation from its base in Bromley by Bow and now delivers services in over 20 different venues in East London. All of its services and activities are a tight fit against the charity's purposes and objectives.

1. Model of Delivery & Theory of Change

The Bromley by Bow Centre's principal focus is on vulnerable people, who are often hard to reach through conventional public sector channels or services. We recognise that we need to work hard to make contact with those who need our services most and that they will often have a complex range of problems. Invariably this means they will require different types of services and that we need to work with them over an extended period of time to enable them to bring about positive transformation in their lives. Our strategy is therefore based on three key features:



- **Accessibility:** an emphasis on making it easy for people to access the support that they need. We remove barriers by bringing projects and services together and by being friendly, open and accessible.
- **Integrated Services:** an ability to offer a very broad range of projects and services, so that users can find help for both their most immediate and pressing problems, and also for other related or underlying issues.
- **Long Journeys:** a recognition that people will often need to undertake a long and slow journey with the Centre in order to gradually build up the skills and self-confidence they need to overcome challenges and that our support and forward strategies as an organisation need to be configured to encourage this.

These three features make the Bromley by Bow Centre an unusually effective community hub operating in a deprived area.

The **Theory of Change** that underlies our work recognises five basic steps in bringing about the transformation we seek, although not everyone passes through each step:

a. Making Connections

If we are unable to engage with people, they will remain housebound, lonely, lacking in skills, depressed, unemployed – and not have the confidence required to fundamentally improve their situation. So the first step is to make connections with the people who need our support most. This is where accessibility is vital. We work hard to make the Centre accessible and enjoy a strong local reputation built up over 30 years. All of our projects deliver outreach support and we also provide a specially designed Connection Zone and cafe which are natural drop-in spaces which encourage informal and friendly encounters with the Centre's skilled and trained team.

b. Initial Support

The second step is to address the immediate needs and problems that people face and which are causing serious difficulties or distress for them and their families. This can be in the form of emergency interventions or simply practical and intensive one-to-one support over a period of time. Thus we have a GP practice and health trainers to address health problems; welfare, benefits and debt advice to address financial problems; legal and housing advice services; family support services for parents; and a range of services for vulnerable adults, including people with disabilities, those with long-term mental health needs and our elders. All of these services are available in one place.

c. Skills and Confidence

The third step is more distinctive and challenging. We want our users to be able to do more than find a quick fix for their immediate problems. So we support them to address other more fundamental challenges they face and which initially may not be so obvious. For example, chronic health problems can be linked to financial difficulties and a referral from the GPs to our welfare benefits team is easily made through our 'social prescribing' projects. And there are hundreds of similar 'prescriptions' delivered every year. Even more fundamentally, problems can stem from a lack of skills or supportive relationships that undermine confidence and create a vicious circle for people. Sometimes an English language course or basic numeracy and literacy support is the first step towards building both the skills and the personal relationships needed to start afresh. Central to our theory of change is the belief that boosting self-confidence, raising aspirations and empowering people to take control of their lives are vital ingredients. Inevitably this can often be a long process, with periods of progress interspersed with knock-backs. But this aspect of our work is essential to what we are trying to achieve and vital to the approach is the use of the creative arts and designing positive and life-enhancing buildings. This is also why we offer a holistic range of services, many of which, directly or indirectly, contribute to longer-term building of skills and strong relationships, alongside self-esteem and self-confidence.

d. Preparing for work

The fourth step is a further evolution of the third step. It recognises that people's personal journeys will move on from basic skills and self-confidence building to more advanced capabilities. This may be about getting qualifications that will be recognised in the workplace, undertaking volunteering opportunities to gain experience and seeking and finding employment. At the Centre, we offer vocational learning courses and volunteering opportunities that prepare our clients for work. We also train people how to get a job, from CV writing skills through to interview preparation and help in knowing how to survive in the workplace. We also provide a job search facility and full employment service. Some people prefer to move on with the Centre in these areas, but we also provide advice and signposts to external providers of these services as appropriate. And finally, the Centre incubates new social businesses and thus creates more opportunities for work experience and highly accessible long-term jobs.

e. Moving on

The final step in our Theory of Change is that our users will be empowered to transform their circumstances and will be healthier and feel that the quality of their lives has measurably improved. They will feel better – physically, mentally and economically and this will have knock-on benefits for their families and friends. Different users will make more and less progress in these terms, but this is what we are setting out to achieve.

Throughout its existence the Bromley by Bow Centre has had a focus on social entrepreneurship and, whilst we recognise the negative statistics associated with our community and the high level of needs, our real focus is on the inherent abilities, often untapped, of everyone. We are constantly excited at how resilient and entrepreneurial people are when they are empowered and given meaningful opportunities. Indeed, it is our belief that if poverty is going to disappear from our estates, then we fundamentally need to focus on peoples' capabilities and not their problems.

2. Strategic Plan

The Bromley by Bow Centre's five year plan, 'Seizing the Future' was launched in July 2014. It set out both the forward vision for the organisation and the strategic plan for delivering it. The vision and strategy encompassed the full five year period and there were detailed and fully worked up budgets for the first three years.

The plan set out a vision to significantly expand the Centre's range of services and to operate across an increasing number of venues. It recommitted the charity to the task of providing a rich variety of new health, educational, advice, employment and enterprise opportunities for local people. By 2019 Bromley by Bow will be a very different place and the Bromley by Bow Centre will be a very different organisation. The 2012 London Olympics happened on our doorstep and the aim was to inspire a generation and create a lasting legacy. But there is a danger that local people are so overwhelmed by concerns about money, health, housing, jobs and so many day-to-day realities, that legacy is million miles from where they are. Our 'Seizing the Future' vision is about changing that reality by building bridges between the people living in the shadow of the Olympic Stadium and Canary Wharf through creating tangible opportunities that will lead to new skills and new jobs and a better quality of life for them and their families.

The first year of the strategy is now complete and we have made a good start on the journey. That said, whilst we have seen significant overall growth in our services in the past year, it is below the level of the ambition in the strategic plan. In reviewing performance, the executive team and the Board have identified the factors that have constrained more ambitious growth in year 1 and are confident that the scale of overall growth outlined in the plan can still be achieved across the full period of the strategic vision.

3. Summary of Activities

In the past year we made adjustments in our service delivery structures which reflect our ambitions for growth. This particular driver for change is allied with the commitment to continually improve the quality of our services and ensure our ongoing commitment to innovation. To this end, we have further adjusted the shape of our service delivery leadership and team structure. Principally we have created two new and broad directorates under which the majority of our services sit. These are 'Communities, Health & Wellbeing' and 'Skills & Employment'. Each area has its own director and this has increased our leadership capacity and the also the representation on the SMT of our leaders with direct responsibility for the delivery of our services. However, we retained the existing programme structures within the two broad directorates and this has provided consistency and stability. That said, we continue to review our service delivery structures, not least as new programmes become operational, and we will adjust the leadership and team structures as required.

The current programme of services are broadly grouped under six headings:

Community Connections responds to the needs of people who are on a longer, or less specified journey with the Centre, or who are perhaps engaging with our services for the first time. The programme integrates people into the Centre and its associated services. It is designed to increase knowledge and confidence as well as creating involvement in networking and volunteering programmes that assist with community cohesion and integration. Projects include: language classes, digital inclusion, the arts, family learning, time bank and horticultural therapy.

My Life is the Centre's health and wellbeing programme and its numerous projects have strong links across other service areas and with our primary care partners. There is a broad range of clients with a range of abilities and needs. There are a significant number of services for people who are defined as vulnerable and this includes those with physical, mental, sensory, learning and complex disabilities and health conditions. Projects have a broad range of focus and include: social

prescribing, social care day-care provision, elders work, weight management, health advocacy and paralympic sport.

Advice Centre provides a broad range of services that meet the practical and financial needs of people living in the community. This encompasses the familiar and ever-present demand for welfare benefits support through to increasing pressure for help with debt and the associated issues. Indeed this latter problem has become one of the single biggest issue that local people seek help with and has increased the amount of work we do around household budget management. The issues that the advice service focuses on include: welfare benefits, debt, immigration, housing, rent arrears, utility bills and associated issues and energy efficiency.

Local People Local Jobs is a responsive employment service that offers a range of intervention and support programmes. The projects support local people to overcome barriers to work, find jobs and access training. Our accredited advisor team deliver careers information, advice and guidance across a range of venues. The strongest focus is on young people, through our flagship 'Capital Talent' programme which has gained a growing reputation for its innovative and dynamic approach and excellent results. The employment service is a regular referral point for other services across the Bromley by Bow Centre. Projects include: careers service, youth employability, job brokerage, employer engagement, women into work and enterprise.

Capital Skills is focused on upskilling the local community through providing excellent accredited vocational training and apprenticeship opportunities. This includes apprenticeships across a range of disciplines including Health and Social Care, Business Administration, Customer Service and much more. The service has a strong focus on being flexible and meeting the needs of local employers of all shapes and sizes, including the significant growth in the retail, leisure and hospitality industries in East London.



Beyond Business is an award-winning programme that launches and nurtures new social enterprises across Tower Hamlets, Newham and Hackney. It provides practical support and advice to ensure their success in the crucial early years of trading and, critically, start-up capital.

4. Key Achievements in Service Delivery

The past year has been marked by continued success in our service delivery programmes and ongoing recognition of our unique model and achievements. The charity's primary focus is on delivering high quality services in an integrated and holistic manner to the communities it serves. In doing this it is continually being recognised for its innovation and it is increasingly being held up as a national and international exemplar of good practice. The charity's day to day achievements are driven by the hard work, perseverance and commitment of a dedicated staff team. It is to their credit that the impact of our work is recognised by both our local community and the wider group of friends and supporters across the country and internationally.

In this paper it is only possible to highlight a few of the successes we have achieved in the past year:

Youth Employability

In the past year we launched a new youth employability programme with Barclays called 'Active Futures'. This sits alongside Capital Talent (where the funding this year has gone up from £250k to £360k pa). Active Futures specifically focuses on young people with mental health conditions and learning disabilities. This represents an area of great need in our community and many of the conventional employment programmes available in East London fail to tailor their approaches to this client group. Active Futures has already met with significant success through its inspiring and holistic approach and by creating bespoke solutions for the young people we work with.

Social Prescribing

Our social prescribing work goes from strength to strength with three programmes operational. The projects focus on prescribing patients with a vast range of non-clinical and non-medicinal support through the Bromley by Bow Centre and its partners. The locally funded CCG programme is our mainstay and now serves a patient list of 42,000 patients. In the past year this has been supplemented



through the Morgan Stanley "Healthy Cities" initiative and this provides three years of funding for a social prescribing manager, with a particular focus on children and families. Earlier this year we launched our third social prescribing programme, working with Macmillan Cancer Support. This is an extensive and highly innovative project working across four London boroughs. It provides direct and practical social support to cancer patients, both through and beyond treatment and works collaboratively with Macmillan nursing teams, GPs and oncologists.

Our social prescribing work is continually being held up as an exemplar of good practice and we are delighted to be collaborating on a number of national initiatives. We are regularly invited to present on our model at conferences and contribute to strategic thinking on the topic, by policy makers and thinktanks. Since March 2015 we have delivered a series of Social Prescribing Seminars which share our model with delegates from around the country. All of these seminars have been over-subscribed.

Social Enterprise Incubation

Through the support of Investec and Genesis Housing, the Beyond Business programme continues to go from strength to strength and has now been responsible for incubating 62 social enterprises, with a combined turnover in excess of £4 million and created around 325 jobs in the process. The programme now operates across three London boroughs (Tower Hamlets, Hackney and Newham) and is seen in unprecedented levels of demand for its start-up funding round, which can fund five new enterprises. In 2015 we had over 500 enquiries from local entrepreneurs; over 200 expressions of interest; and we worked with almost 30 applicants in working up detailed business plans. The longevity and success rate of Beyond Business makes it one of the pre-eminent enterprise start-up programmes in the country.

Earlier this year we were absolutely thrilled to win the prestigious Charity Business Award with Investec for the Beyond Business programme. It was in the community partnerships category and is a real testimony to the astonishing work of our team in delivering a constant stream of top class social enterprise start-ups. Another sign of the success of the programme is the constant stream of awards and media attention that many of the new businesses themselves are receiving.

Health and Wellbeing

The charity is delighted to have recently been awarded the prestigious Fit4Life contract for Tower Hamlets. This is a very significant Public Health contract for the Centre and represents one of the largest single commissioned contracts won in recent years. The programme will deliver a comprehensive range of weight management and fitness projects across the whole borough and we will co-ordinate services with a range of specialist providers. It builds on the excellent foundations built by our My Weigh project and Health Trainers contract and make the centre the largest third sector provider of Public Health contracts in the borough.

We are also delighted that the Bromley by Bow Centre is the lead third sector partner for Tower Hamlet's Integrated Personal Commissioning pilot. The borough has been chosen as one of six national Demonstrator Sites and will be roll out innovative new programmes for people with long-term and complex health needs. This work very much reflects the Centre's reputation for integrated solutions that can drive better service and outcomes for patients alongside long-term savings to the NHS and other publicly funded services.

Recognition

The past year has seen a significant range of commendations of our work. These come most frequently through our programme being profiled and lauded by politicians and policymakers, as well as through the Bromley by Bow Centre being promoted as a national exemplar. In particular, the Centre is increasingly being seen as an inspiration for the future of primary care and community services across the UK. Alongside the Charity Business Award we won with Investec, we were also delighted that Barclays and the Bromley by Bow Centre were short-listed for a prestigious Dragon Award of the Corporation of London for our partnership on Capital Talent. In addition, during the year our Chief Executive was shortlisted in the "Most People-Focused CEO" in the not-for-profit sector in the HR Excellence Awards.



Partnerships

As you would expect of an organisation of our size and complexity, the Centre has an expansive range of partnership and networking relationships that span numerous sectors and specialisms. These include health centres and secondary care organisations, universities and other academic training providers, third sector community organisations, small and large businesses, social enterprises, housing providers, children and family centres, schools and faith organisations.

Centre Support

The extensive service delivery programmes of the organisation are professionally supported by an excellent specialist teams comprising development and communications, HR and personnel, finance and accounting, facilities and health and safety, ICT and hospitality.

Organisation and Management

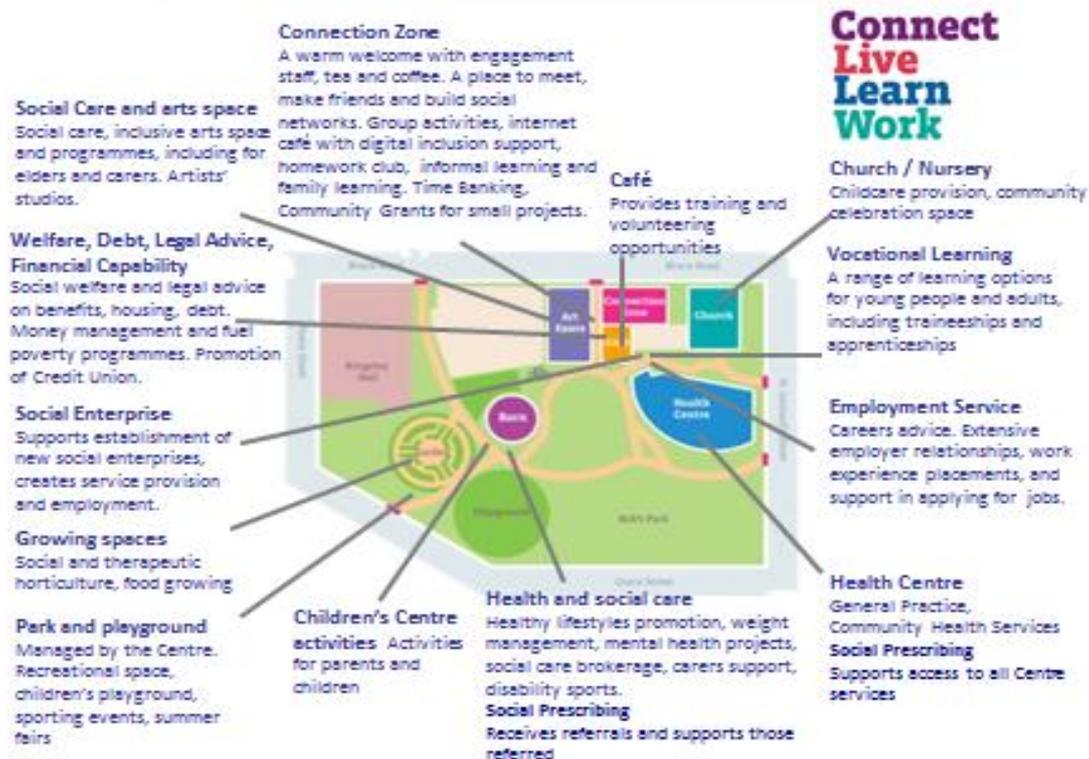
The governing body of the charity is a Board of Trustees, elected by the charity's membership, who oversee the work of the Senior Management Team and offer advice on direction and strategy. The Board ensures that the Centre complies with its legal and reporting obligations and carries ultimate responsibility for the charity's financial and overall wellbeing. We have an excellent group of 12 Trustees with an extensive array of skills and experiences. Responsibility for day-to-day operations is delegated to the Chief Executive, Rob Trimble, and the Senior Management Team.

Working Environment

The culture of the Bromley by Bow Centre is an important component of our success. An key influence of this is the series of interconnected buildings set in an award-winning three acre park in Bromley by Bow. The campus encompasses an arts centre, a café, a church, a childcare nursery and a health centre; as well as a whole range of multi-purpose offices and delivery spaces. The Centre has recently been rated as an “Outstanding” employer in the 2015 Sunday Times “Best Not for Profit Organisations to Work For”. Having just made it into the Top 100 in its second year of participating in the programme (2014), we were thrilled to rise to number 37 this year. The Centre has been a London Living Wage Employer since 2009 and is committed to providing better than average terms and conditions of employment to staff at lower level of earnings.

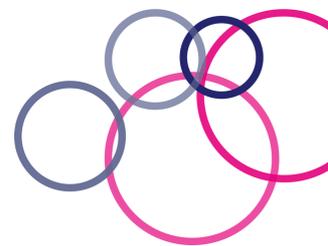
Celebrating Diversity

In serving a diverse East London community for many years, the Centre has naturally become a culturally diverse organisation itself, not least as many employees live locally. We pride ourselves that our delivery and support teams comprise many backgrounds and cultures and represent England, Bangladesh, Ireland, Scotland, Australia, Ghana, Nigeria, Canada, Dominica, India, Jamaica, Wales, France, Spain, Portugal and Mali. It’s a real United Nations! Between us we speak over a dozen different languages and dialects. We are committed to fostering an inclusive culture which promotes equality, values diversity and maintains a working, learning and social environment in which the rights and dignity of all its staff and service users are respected.



Bromley by Bow thought-piece

Unleashing Healthy Communities



Wider context

The Marmot Review¹ and the subsequent work of the UCL Institute for Health Equity has provided a comprehensive, robust and widely accepted framework for understanding the causes and consequences of health inequality in England. In short, the report identifies a broad range of social determinants of health and its findings lead to the conclusion that clinical interventions play a lesser role than previously assumed in driving positive health outcomes, particularly for people living in deprived communities.

The broad findings of the Marmot Review have been echoed in a number of subsequent reports by eminent research bodies including most recently the King's Fund², the Health Foundation³ and Public Health England⁴.

The Marmot Review also spawned a number of research-based practical responses in different parts of the UK which test a range of approaches that attempt to address one or more of the social determinants of health alongside clinical interventions.

However, there are few comprehensive and extensive examples of a holistic approach that works across the full breadth of social determinants. We believe that the Bromley by Bow Centre represents one of the best examples of an approach which tackles the wider determinants of health, through combining quality primary care with over fifty different non-clinical social projects being delivered from one venue. It is additionally interesting as a model because it operates in one of the most deprived communities in the UK.

The Bromley by Bow Centre's response to the Marmot Review and the contention that 70% of health outcomes are attributable to socio-economic factors, has been to create a programme that brings together primary care provision, public health programmes, social care and a comprehensive range of non-clinical services that improve the wider determinants of health.

Introduction

The Bromley by Bow Centre is a dynamic and innovative charity operating in East London. Over the past 30 years it has transformed the lives of people who come from some of the most deprived estates in the UK. It has achieved this by providing a distinctive, holistic and easily accessible range of integrated services in one place. Since 1997 it has worked jointly with the Bromley by Bow Health Partnership to create a new and unique model of delivery which has a holistic primary care operation at its core and it was the first Healthy Living Centre in the UK.

This means that the services available stretch from healthcare for local residents to opportunities to set up your own business; from support with tackling your credit card debts to becoming a stained

¹ Michael Marmot, *Fair Society Healthy Lives – Strategic Review of Health Inequalities Post-2010* (2010, Department of Health)

² Chris Ham & Hannah Brown, *The Future is Now* (2015, The King's Fund)

Hugh Alderwick, Chris Ham & David Buck, *Population health systems - Going beyond integrated care* (2015, King's Fund)

³ Trevor Hopkins & Simon Rippon, *Head, hands and heart: asset-based approaches in health care* (2015, The Health Foundation)

⁴ Jane South, *Health and wellbeing: a guide to community-centred approaches* (2015, Public Health England)

glass artist; from learning to read and write to getting a job for the first time or a helping hand up the career ladder. The Centre is focused on transforming the lives of local residents and the community as a whole. It's based in Tower Hamlets and is in an area of very high deprivation and whilst providing universal services, focuses on those with greatest needs and vulnerabilities, often considered the hardest to reach and engage.

Service Range

The Centre seeks to provide a seamless provision including: primary care; community health services; social care; public health and community based mental health programmes; together with a wide range of services that build skills and improve the wider determinants of health. Services are designed to meet immediate presenting needs and build longer term resilience.

Services include:

- programmes to build social networks and reduce social isolation
- social welfare and legal advice (particularly welfare benefits, debt and housing)
- financial capability and programmes to tackle fuel poverty
- services that promote healthy lifestyles and behaviours
- community based mental health provision
- skills programmes for young people and adults (including digital inclusion, literacy, numeracy, English and vocational learning)
- careers advice and employability programmes (including traineeships, apprenticeships and work placements with a wide range of employers)
- employment brokerage
- social enterprise incubation support

The Centre is accessed by thousands of people each month who use its facilities and services and contribute to their development and running. The buildings and flowing courtyards are built around a three-acre community park and have been designed to promote access, interaction and empowerment. The award-winning park and growing spaces are managed with local people and form an integral part of the provision. Other facilities include a volunteer staffed café that uses surplus food and a Connection Zone that serves as the hub for a 400-member time bank. Each year the Centre enables the realisation of dozens of resident-led community projects that support healthy living initiatives in local neighbourhoods.

The integration of the health centre saw the development of two key innovations:

- social prescribing with health professionals referring patients to all the Centre's non-clinical services
- and the creation of the intelligent waiting room, which utilises the health centre waiting room as a key space to engage with patients to connect them to the wider service offer

The Bromley by Bow Centre has been at the forefront of social enterprise development in London and has created a model which focuses on unlocking the talents and skills within deprived communities. In the last decade its social enterprise incubation programme has supported the establishment of a network of 57 businesses that provide goods and services to the community, employ over 300 local people and have a combined turnover in excess of £4 million.

Bromley by Bow Centre approach

The Bromley by Bow Centre's fundamental belief is that local people have the inherent capability to transform their lives and enable the community to be renewed. However, systemic conditions and institutional approaches have historically created social exclusion and acted as a barrier to the realisation of individual and community empowerment.

The Centre's approach is to act as an enabler by developing integrated responses that meet immediate needs, whilst building capability and resilience and harnessing aspiration to create long-term change. The approach fundamentally redefines the role of practitioner and patient/service user; creating collaborative relationships built on common purpose and shared endeavour. It is based on a holistic understanding of individuals, the community and wider environment, including the interrelationship of cause and effect between immediate issues and deep-seated causal factors.

Our services focus on people who are most vulnerable and disadvantaged including those with learning and physical disabilities, mental health issues, long-term conditions, the socially isolated, the elderly, those in poverty, and those with low levels of skills and people with English as a second language.

The Centre works closely with an extensive range of local partners including over 20 social housing providers, GP practices, Children's Centres, schools, faith groups and others, co-developing holistic approaches and integrated service models with them. Many of our services are delivered in their venues as an integral part of their provision and we receive referrals to our services from them.

Local context

Whilst East London is an area of significant change and regeneration, it also remains one of deep rooted deprivation too. Tower Hamlets is the seventh most deprived local authority area in England and the Bromley by Bow area is amongst the poorest in the borough with over 70% of our community within the 20% most deprived quintile and 50% of children growing up in poverty.

Contributing to practice and policy

The Bromley by Bow Centre has a significant track record of developing and sharing innovative practice both nationally and internationally. It has also contributed to a number of national policy initiatives, including the development of the national Sure Start and Children's Centre programme, the Health Trainer initiative, Tackling Health Inequalities policies and the Healthy Living Centre programme.

The Centre has contributed to the Marmot Review, *Fair Society, Healthy Lives*, and is cited as a case study of good practice in the Joseph Rowntree/King's Fund report, *Tackling Poverty, Making More of the NHS in England*. It is also referenced in NHS England and Public Health England's, *A guide to community-centred approaches for health and wellbeing* and the King's Fund's case study summary of health innovation, *The Future is Now* and the King's Fund paper on the need for a radical approach to creating health communities that steps out of the narrow confines of the health structures, *Population health systems - Going beyond integrated care*.