HALIFAX OPPORTUNITIES TRUST

England & Wales · Charity number 1086183

Details

Status	Registered
Legal form	Charitable company
Company number	04089288
Registered	2001-04-18
Register	View on the Charity Commission register

Contact

Address	Hanson Lane Enterprise Centre Hanson Lane Halifax HX1 5PG
Phone	01422399400
Email	alison.haskins@regen.org.uk
Website	www.regen.org.uk

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Activities

Objects: THE OBJECTS FOR WHICH THE COMPANY IS ESTABLISHED ARE TO PROMOTE ANY CHARITABLE PURPOSE FOR THE BENEFIT OF THE INHABITANTS OF THE METROPOLITAN DISTRICT OF CALDERDALE IN THE COUNTY OF WEST YORKSHIRE AND SURROUNDING AREAS WITHIN A RADIUS OF 30 MILES FROM HALIFAX TOWN HALL, INCLUDING BUT NOT EXCLUSIVELY THE AREA KNOWN AS PARK WARD IN THE METROPOLITAN BOROUGH OF CALDERDALE TO ENSURE THE REGENERATION OF THOSE AREAS FOR THE PUBLIC BENEFIT OF THE COMMUNITY, BY ALL OR ANY OF THE FOLLOWING MEANS: A) THE RELIEF OF POVERTY IN SUCH WAYS AS MAY BE THOUGHT FIT; B) THE RELIEF OF UNEMPLOYMENT; C) THE ADVANCEMENT OF EDUCATION, TRAINING, OR RETRAINING, PARTICULARLY AMONG UNEMPLOYED PEOPLE AND PROVIDING WORK EXPERIENCE FOR THE UNEMPLOYED; D) THE PROVISION OF FINANCIAL ASSISTANCE, TECHNICAL ASSISTANCE, BUSINESS ADVICE OR CONSULTANCY IN ORDER TO PROVIDE TRAINING AND EMPLOYMENT OPPORTUNITIES FOR UNEMPLOYED PEOPLE IN CASES OF FINANCIAL OR OTHER CHARITABLE NEED THROUGH HELP IN SETTING UP THEIR OWN BUSINESS OR TO EXISTING BUSINESSES; E) THE CREATION OF TRAINING AND EMPLOYMENT OPPORTUNITIES BY THE PROVISION OF WORKSPACE, BUILDINGS AND/OR LAND FOR USE ON FAVOURABLE TERMS; F) THE PROVISION OF RECREATIONAL FACILITIES FOR THE PUBLIC AT LARGE OR THOSE WHO BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT , POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES, HAVE NEED OF SUCH FACILITIES; G) THE PROTECTION OR CONSERVATION OF THE ENVIRONMENT; H) THE PROVISION OF CHILDCARE; I) THE PROMOTION OF PUBLIC SAFETY AND PREVENTION OF CRIME; J) THE PROVISION OF PUBLIC HEALTH AND WELL-BEING ACTIVITIES; AND K) SUCH OTHER MEANS AS MAY FROM TIME TO TIME BE DETERMINED SUBJECT TO THE PRIOR CONSENT OF THE CHARITY COMMISSION.

Activities: PROVIDES SUPPORT FOR BUSINESS & ENTERPRISE DEVELOPMENT; PROVIDES ADULT LEARNING, INCLUDING APPRENTICESHIPS & ESOL; PROVIDES ASSISTANCE FOR JOB SEEKERS BY WORKING WITH EMPLOYERS & THROUGH EMPLOYMENT SUPPORT INITIATIVES; PROVIDES CHILDCARE & FAMILY SUPPORT THROUGH THE HALIFAX CENTRAL & UPPER VALLEY AREA CHILDREN'S CENTRES & OTHER PROJECTS; PROVIDES WELLBEING ACTIVITIES AND SERVICES.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** METROPOLITAN DISTRICT OF CALDERDALE
- Calderdale
- Kirklees

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,969,252	£4,874,515	£4,677,989	157
2024-03-31	£4,713,767	£4,645,524	£2,377,922	173
2023-03-31	£4,561,251	£4,651,344	£2,243,470	182
2022-03-31	£4,413,690	£4,454,423	£838,759	182
2021-03-31	£4,234,143	£4,384,745	£-1,441,591	188

Trustees

Name	Role	Appointed
Aqib Hamid		2021-08-12
Dr Leigh Burrows		2021-08-12
Gill Rhodes		2021-08-12
Helen Laura Hunter		2017-12-21
Jenny Bowers		2024-11-14
Jon Craven		2017-12-21
SABIR HUSSAIN		2021-08-12
Simon Geoffrey Fox		2026-02-12
Tim Male		2018-06-21
Zohaib Ahmed Ali		2023-11-16

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HALIFAX OPPORTUNITIES TRUST

England & Wales - Charity number 1086183

Accounts

Charity registration number 1086183 (England and Wales)

Company registration number 04089288

HALIFAX OPPORTUNITIES TRUST

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

HALIFAX OPPORTUNITIES TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Z A Ali	
	H J Barber	
	L Burrows	
	R J Craven	
	A Hamid	
	H L Hunter	
	S Hussain	
	T Male	
	G Rhodes	
	J Bowers	(Appointed 14 November 2024)
Chair	H J Barber	
Vice Chair	R J Craven	
Treasurer	L Burrows	
Secretary	A Haskins	
Senior management	A Haskins	Chief Executive
	S Nazar	Finance Lead
	A Hussain	Community Programmes Lead
	C Parkinson	Children and Families Lead
	M Ciewiertnia	People and Operational Execellence Lead
	A Beardsley	Commercial Lead (from 15/10/2024 to 12/06/2025)
Chief Executive	A Haskins	
Charity number	1086183	
Company number	04089288	
Service address	Elsie Whiteley Innovation Centre Hopwood Lane Halifax West Yorkshire HX1 5ER	
Registered Office	Hanson Lane Enterprise Centre Hanson Lane Halifax West Yorkshire United Kingdom HX1 5PG	
Auditor	BK Plus Audit Limited 52 St Johns Lane Halifax West Yorkshire England HX1 2BW	

HALIFAX OPPORTUNITIES TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Bankers	Unity Trust Bank 9 Brindley place Birmingham B1 2HB
Solicitors	Finn Gledhill 1-4 Harrison Road Halifax West Yorkshire HX1 2AG
	Ramsdens Oakley House 1 Hungerford Road Edgerton Huddersfield HD3 3AL

HALIFAX OPPORTUNITIES TRUST

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HALIFAX OPPORTUNITIES TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present the Trustees' Annual Report and Financial Statements for the year ended 31st March 2025.

The Trustees confirm that the Annual Report and Financial Statements comply with the current statutory requirements, the requirements of the Company's governing documents and the provisions of the Statement of Recommended Practice (SORP) applicable to charities.

Objectives and activities

Halifax Opportunities Trust (HOT) has the following objects, which are registered and approved by the Charity Commission:

To promote any charitable purpose for the benefit of the inhabitants of the metropolitan district of Calderdale in the county of West Yorkshire and surrounding areas within a radius of 30 miles from Halifax Town Hall, including but not exclusively the area known as Park Ward in the Metropolitan Borough of Calderdale to ensure the regeneration of those areas for the public benefit of the community, by all or any of the following means:

a) the relief of poverty in such ways as may be thought fit;
b) the relief of unemployment;
c) the advancement of education, training, or re-training, particularly among unemployed people and providing work experience for the unemployed;
d) the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help in setting up their own business or to existing businesses;
e) the creation of training and employment opportunities by the provision of workspace, buildings and/ or land for use on favourable terms;
f) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, have need of such facilities;
g) the protection or conservation of the environment;
h) the provision of childcare;
i) the promotion of public safety and prevention of crime; and
j) the provision of public health and well-being activities; and
k) such other means as may from time to time be determined subject to the prior consent of the Charity Commission.

The trustees, in making decisions about planning and delivery of activities, have had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant. The approach to public benefit is described in summary below and in more detail throughout this report.

Halifax Opportunity Trust's purpose as described in its Strategic Plan is 'to work to make a vibrant multi-cultural and self-sustaining community'. In order to achieve this, the Trust and its trading subsidiary (HOT Enterprises Ltd) carries out the following activities:

- provides office space and support for business and enterprise development through two business centres.
- provides opportunities for learning via a range of apprenticeships, ESOL provision, life skills and integration for new arrivals to the UK.
- provides assistance to job seekers by working with employers and through employment support initiatives.
- provides childcare and family support through the Upper and Central Calderdale Family Hubs and other projects.
- provides support for physical and mental wellbeing by running social activities, networks and community groups which encourage socialization and take up of new hobbies and activities.
- promotes community and wellbeing via the Outback community kitchen garden and projects aimed at encouraging active, healthy lifestyles.
- provides community development support via the outreach activities of Community Organisers

The Board reviews the Charity's objectives and areas of operation periodically. For the year under review (2024-25) it is agreed that priority interventions should continue fall into six main areas over the next year:

- Support enterprise, business start-up and growth
- Help local people into employment
- Support and deliver work-based learning
- Support children and families
- Support and promote community and wellbeing
- Support inclusive integration of new arrivals to the UK

The board continues to explore acquisition of new property (to support the areas above and also to support the Trust's sustainability). This includes buildings in which to provide decent housing, deliver community activity and provide space for enterprise.

The trustees believe the strategy for achieving these objectives should continue to be through programme and project delivery primarily using a social enterprise model. This is achieved on either a contracted full-cost-recovery basis or through our own commercial trading operations, thereby allowing the infrastructure of the Charity to be maintained whilst achieving the designated charitable objectives. The Trust does seek grant income to enable the start-up of new projects or initiatives, with the usual aim of ensuring these are self-sustaining via trading once established.

Significant activities
The Charity's main programmes, projects and services are:

(1) Support enterprise, business start-up and growth
This is mainly achieved through the Trust's trading subsidiary company HOT Enterprises Ltd, which runs Hanson Lane Enterprise Centre (HLEC) and Elsie Whiteley Innovation Centre (EWIC). EWIC provides office space and meeting rooms and HLEC provides light industrial units and a smaller amount of office space. The Trust offers a 12 month grant to start up and early trading businesses which subsidises their rent. The business centres also act as a focal point for entrepreneurs, physical regeneration and community cohesion in Park Ward, with a regular business networking event being held at EWIC.

(2) Help local people into employment
The Trust provides practical, holistic and creative support to people looking for employment, especially those who are disadvantaged in the labour market. The Trust provides this through a key worker model which enables support to be customised around an individual's needs and delivered on a one-to-one basis. An important part of the service is pro-active engagement with local employers to source vacancies to assist unemployed people back into work.

(3) Support and deliver work-based learning
Halifax Opportunities Trust is a well-established learning provider in West Yorkshire, delivering work-based apprenticeships. We are currently working with a range of employers including primary and secondary schools and childcare providers across West Yorkshire offering qualifications in learning support, early years and business administration. Our apprenticeship provision is directly registered with OFSTED and we are accredited with the Matrix standard.

(4) Support children and families
HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. The services are run from five neighbourhood Family Hubs and also from local community venues. The Hubs are busy and informative venues and are well used by parents in the community. The Hubs support families in many ways helping them improve their health, parenting, employability, their education, family safety and provide excellent childcare at three nurseries. All the nurseries have received Good or Outstanding inspection results from OFSTED.

(5) Support and promote community and wellbeing
Health and wellbeing outcomes for residents of Park Ward and other areas where HOT operates compare badly with those of the more prosperous parts of the borough. In response to this inequality, HOT has increasingly been delivering activities which help improve social connections, nutrition and physical activity. For instance, the Trust runs a Staying Well programme aimed at adults in the community, especially those who are experiencing isolation and loneliness as a result of their age, mild mental ill-health or limiting medical conditions. The Outback community garden and kitchen helps people connect via gardening and healthy, nutritious food. Our new Calderdale Cancer Aware project is helping to raise awareness, tackle stigma and address slow take up of cancer screening. Finally, we have an ambitious plan to bring a well-loved local community centre back into use.

(6) Support inclusive integration of new arrivals to the UK
Calderdale has a long and proud history of welcoming new arrivals into the borough. HOT supports this by delivering ESOL courses, embedded within an inclusion approach which enables new arrivals to learn how the UK functions. This includes access to public services; history & heritage; government; culture & leisure; and social activities.

Public benefit
The trustees confirm that they have each complied with their duty under section 4 of the Charities Act 2006 to have due regard to the guidance on public benefit published by the Charity Commission when carrying out their role and duties.

HOT operates in disadvantaged areas, providing multiple economic, social and environmental benefits to individuals in those areas. The trustees believe that public benefit has been achieved through the provision of support to local businesses, individuals, community members and families via this diverse programme. This has provided multiple economic, social, and environmental benefits to the individuals reached by the Charity's activities. Details of our support are set out in this report.

Review of Activities for the Year
Specific activities and achievements from April 2024 to March 2025 for each objective are described below.

(1) Support enterprise, business start-up and growth
During 2024–25, the Enterprise team demonstrated resilience through a period of senior management restructuring. While these changes brought some short-term disruption to centre operations and stability, the team remained focused on maintaining core performance while key developments included the following:

- Tenant Support and Business Networking: Our HOT Networking events continued to offer free, high-quality business support, with sessions attracting local entrepreneurs and SMEs. Topics this year included "Using Innovation to Grow", "Unlocking Apprenticeships" and "Website Optimisation", contributing to peer support and local economic development. A partnership with Mid-Yorkshire Chamber of Commerce has also increased attendance and reach.
- Digital Transformation: In line with HOT's strategic commitment to improving organisational systems, a new building management system was introduced across EWIC and HLEC. This digital infrastructure allows for more accurate data collection, such as room bookings, tenant needs and space utilisation. The system improves internal data sharing across HOT teams and ensures we have timely, reliable data to support evidence-based decision-making on building management, environmental impact, and strategic investment. It also lays the foundation for longer-term digital innovation within the Trust.
- Carbon Reduction: We progressed our sustainability aims by reducing single-use plastics and utilising sustainable printing across both centres. Tenant engagement on green practices has begun through the government initiative "Simpler Recycling", and early feedback has been encouraging.
- Health & Safety Compliance and Improvement: Recognising the need to strengthen our internal approach to health and safety, HOT engaged an external Health and Safety company to provide expert guidance, ensure compliance with relevant regulations, and support the review of existing procedures. This collaboration has helped identify areas for improvement, raise staff awareness, and lay the groundwork for more robust H&S management across both business centres.

(2) Help local people into employment

The Trust has delivered employment support in Park Ward for over two decades. This work is a vital part of the Trust's purpose and a key area of delivery that creates meaningful opportunities for local people. Our employment team operates in the heart of the community and has built a strong reputation for delivering tailored, holistic support that addresses not only employment needs but also the wider barriers people face in moving forward with their lives.

This year, the funding landscape continues to be volatile, with little movement in key government funding streams—an issue affecting VCSE organisations across the country. This uncertainty has placed mounting pressure on the sector as a whole and has impacted our capacity to support people.

As a result, much of the year has seen our Employment Team operating with minimal staffing, relying on the dedication of a single Employment Support Advisor supported by a Community Advice Worker to continue delivering frontline services. While this has brought inevitable challenges, the team's unwavering commitment, adaptability, and deep local knowledge have enabled us to maintain meaningful support for our community.

During this period, we were successful in securing funding for the 'Make it Work' project, delivered through the UK Shared Prosperity Fund (UKSPF) and managed by Groundwork. Despite intense competition, we were awarded the higher funding allocation—reserved for trusted, well-established organisations—demonstrating confidence in our ability to deliver. This enabled us to bring in an additional staff member for the project's six-month delivery window, from July to December 2024.

The project was delivered successfully and exceeded expectations, with the following performance against targets:

- Number of people engaged – 140%
- Into employment – 163%
- Into training – 160%
- Into job search – 150%
- Supported to overcome barriers – 112%

Despite operating under significant resource constraints, we are proud to report strong achievements over the year as a whole:

- 21 individuals supported into sustainable, quality jobs
- 31 people progressed into accredited training or education
- 173 residents engaged through our employment support activities

These outcomes speak to the ongoing demand for accessible, community-based, person-centred employment support. They also highlight our excellent reputation for delivering strong outcomes for funders—demonstrating that, even in challenging conditions, we remain a trusted and effective provider. Crucially, they underscore the urgent need to secure longer-term, sustainable funding to ensure we can continue meeting the needs of those we serve.

As part of our commitment to continually improving and diversifying our skills, we are investing in the professional development of our team. Our Lead Employment Advisor is undertaking a Level 3 Supported Employment course, a recognised qualification designed to enhance practice when supporting individuals who are economically inactive or disabled. This investment aligns with the changing nature of our client group, with a growing number of people out of work due to long-term health conditions or complex personal circumstances. It also reflects the shifting focus of government funding streams, which increasingly prioritise support for those who are furthest from the labour market. By strengthening our expertise in this area, we are not only enhancing our service offer, but also positioning ourselves strongly when bidding for future funding opportunities aligned to this agenda.

Case Study 1: From Refugee to Mental Health Support Worker – Nangah's Journey

Nangah, originally from Cameroon, came to the UK as an asylum seeker and was granted refugee status in December 2024. Shortly after, she approached our team for help with finding employment. Although she had trained in general nursing in her home country, she had no UK work experience and no CV, and was unfamiliar with the UK job market. Her ambition was to work in the mental health care sector.

We began by supporting her to create a CV and set up job site accounts on her mobile phone, ensuring she could begin independently browsing and applying for suitable roles. Recognising the need to build local qualifications and digital confidence, we referred Nangah to Calderdale College to enrol on a Health & Social Care course and a four-day Microsoft Office refresher course.

To strengthen her employment prospects further, we referred her onto the Generation Skills Bootcamp—a five-week intensive course in Health & Social Care, which included a guaranteed interview upon completion. Nangah successfully completed the programme and, with our support in preparing for the interview, she was offered a role as a Mental Health Support Worker with Cygnet.

In recognition of the financial challenges associated with starting work, we also provided Nangah with a monthly bus pass during her first month of employment to ease her transition.

Case Study 2 – From ESOL to Employment

Bahja arrived in the UK in 2019, determined to build a better future for herself and her husband. Despite the challenges of adapting to a new country, she began by enrolling in ESOL classes to build her language skills, which laid the foundation for her next steps.

She connected with Halifax Opportunities Trust for support in finding training and volunteering opportunities, which led her to the Employment Services team. With our guidance, she completed a Level 2 Diploma for Early Years Practitioners in 2024 and gained six months of experience at a local nursery.

Although qualified, finding work was difficult. In July 2024, Bahja began working closely with our Lead Employment Advisor, Jo, to improve her CV, search for jobs, and prepare for interviews—something she initially lacked confidence in. With tailored support, her confidence grew, and she was soon successful in securing her first paid role as an Early Years Practitioner at a local Family Hub.

"The support from Halifax Opportunities Trust and Jo in particular has transformed my life," Bahja said. "I feel confident and excited about my future."

Alongside our core employment support, we have increasingly recognised the growing complexity of challenges faced by local households. These challenges—ranging from housing insecurity and financial hardship to mental health concerns—are creating significant barriers to employment and progression. In response, we successfully secured funding through the UK Shared Prosperity Fund (UKSPF) to recruit a Community Support Worker, embedded within our Employment Team.

This role has been vital in ensuring we can offer the holistic, wraparound support that many individuals need in order to move forward. By addressing underlying issues that impact employability, the Community Support Worker is helping people to build stability, confidence, and the foundations for long-term change. The role is also peripatetic across Park Ward, supporting other vital partner organisations to increase their capacity—strengthening the wider ecosystem of support and reinforcing our collaborative approach to community wellbeing.

It is a busy and highly valued role, and we are already seeing strong, positive outcomes:

- 326 individuals referred or engaged through the service
- 685 one-to-one support appointments delivered
- 9 local organisations worked with to coordinate support and referrals

This joined-up approach strengthens our ability to meet people where they are, providing a tailored and compassionate pathway into employment and improved wellbeing.

Case Study 3: Relocation and Wraparound Support for a Vulnerable Family
A family recently relocated from London to Halifax due to serious safety concerns and found themselves in an unfamiliar area with no local support network. We provided comprehensive practical support, helping them set up utility accounts, update addresses with benefit agencies, and change their driving licence details. We also assisted with school applications for the children and successfully applied for school bus passes to ensure their access to education. The family is now receiving further support to address outstanding debts that followed them from London. Our involvement has helped them begin to rebuild their lives with greater confidence and stability in a new and challenging environment.

(3) Support and deliver work-based learning
The Apprenticeship Team continues to be a cornerstone of Halifax Opportunities Trust's mission to create meaningful pathways into skilled work and lifelong learning. This year has been one of growth and renewal for the programme. We reintroduced face-to-face delivery models, strengthened our outreach across Calderdale and beyond, and continued to build relationships with employers who share our commitment to developing local talent.

Between April 2024 and March 2025, 30 learners successfully completed their apprenticeship programmes, with an impressive 67% Qualification Achievement Rate (QAR). We are particularly proud that 30% of those learners achieved Distinction – a testament to the hard work and resilience of our apprentices, as well as the dedication of our tutors, assessors, and support staff who guide them every step of the way.

This year we have:

- Strengthened Employer Partnerships – Welcoming new employers including Timeout, Windmill, Three Corners and the NHS, alongside deepening collaboration with long-standing partners, ensuring a steady pipeline of high-quality apprenticeship placements.
- Focused on Learner Success – Many of our apprentices have not only completed their programmes but moved into permanent employment, progressed to higher-level study, or taken on new responsibilities at work.
- Raised the Profile of Apprenticeships – By increasing our presence at careers events and community engagement sessions, we are helping to change perceptions about apprenticeships and encouraging more people to see them as a first-choice route into work.

All of this has been delivered during a time of significant external challenge, with changes to funding models and growing demand for learner support. Despite these pressures, the team has shown remarkable resilience, creativity, and commitment – making sure that no learner is left behind.

Key Outcomes for 2024–25:

- 30 learners successfully achieved their apprenticeship qualification
- 30% achieved with Distinction
- 67% overall Qualification Achievement Rate
- 8 new employers engaged this year
- 29 new apprenticeship starts

Case Study: Magda's Journey
Magda joined HOT's Apprenticeship programme in early 2024 to complete her Level 3 Teaching Assistant qualification. At the start of her journey, she was juggling her training with a difficult home situation, which sometimes made it hard to attend her sessions or stay focused. Recognising this, our team took the time to really listen and understand what Magda was facing. We referred her to trusted local agencies for practical advice and support, and connected her with our employment and careers advisers to help her stay motivated and plan for her future. With this wraparound support, Magda was able to overcome the challenges she faced and put her energy back into learning. She completed her qualification with a Distinction – a huge personal achievement – and secured a permanent role at the school where she had been on placement. Magda is now preparing to progress onto the Level 5 Specialist Teaching Assistant programme, with the goal of specialising in supporting children with additional needs. Magda's story is a powerful reminder of why this work matters. Our apprenticeships don't just teach technical skills – they change lives, helping individuals to grow in confidence, resilience and ambition.

(4) Support children and families
HOT has developed and delivered a range of community-based services for families with young children in Calderdale for over 23 years. These services operate from Family Hubs and community venues and provide trusted Early Years focused activities for families to support their children's learning and development This includes nursery provision for children 0-5 years that is rated Good by Ofsted and Family Support services to support parents with the day to day struggles of family life and support improved parenting. Since 2014, this has been in the form of a contract which has been regularly extended, being testament to the excellent quality of the service provided.

During 2024-2025 the Children & Families team have continued to review practice and look for innovative ways to work to support the changing needs of family life. Throughout the year innovation has taken place in the following ways.

Partnerships for Inclusion of Neurodiversity (PINS)
Following the success of the Family Support and Outreach Team developing and delivering the Support along the Spectrum program in 2023-24, we applied to take part in a pilot for a new government initiative called Partnerships for Inclusion of Neurodiversity (PINS). PINs is led by the Department of Health and Social Care and the Department of Education and is a pilot to upskill school staff to offer "excellent inclusive provision" for children who are neurodivergent. The pilot is focussed on early support and intervention in the mainstream primary setting. The West Yorkshire Integrated Care Board piloted the project across Calderdale, Kirklees, and Wakefield from November 2024 - March 2025. HOT delivered face to face training to 13 schools across Calderdale and providing webinars on the following subjects:

- Masking and Early Identification
- Emotional Based School Avoidance
- Peer Understanding, Social Skills & Friendships (Sibling Support)

Staff worked closely with three Educational Psychologists to write the programme. This was a really great opportunity for HOT and is testament to the skills and passion for the topic displayed by staff in the Family Support teams.
Quote from the Assistant Head and SENCO from Warley Road Primary School: "Really engaging, excellent course content and staff have all found the course really useful, I would highly recommend this course".

Dingley's Promise
Throughout the year the three Nurseries and the Community Early Years Teams have been completing the modules of the Dingley's Promise.

This training course comprises of ten modules, which upskills and provides staff with the knowledge, skills and confidence to provide an inclusive environment, when support children with SEND to achieve their full potential. Siddal Nursery, Todmorden Nursery and The Community Early Years Team have all been awarded with the Dingley's Promise Kite Mark of Achievement.

Punjabi/Urdu Strengthening Families, Strengthening Communities.
To meet demand for the parenting course for families whose first language isn't English, we decided to trial the Strengthening Families, Strengthening Communities parenting course in Punjabi/Urdu. The course commenced in April 2024 and successfully ran for the full 13 weeks, with eleven participants gaining a graduation certificate and one participant gaining a participation certificate. The success of this trial means that we will offer this course in these languages again during 2025-2026.
Quantitative date for the financial year 2024-25:

- 4745 families were provided with advice and support
- 3312 families were signposted or given advice about family life issues
- 2304 families attended our groups activities
- 530 families have accessed our holiday activities for families with children aged 0-8 years old
- 393 people have been supported to understand the benefits of breastfeeding and supported to maintain this
- 938 dads/male carers have accessed a Family Hub Service/303 to physical groups/sessions and the rest accessed family support/health related services.
- 307 children accessed one of our 3 nursery settings (Todmorden, Siddal and Jubilee)
- 202 people have received specific advice and support around their mental ill health
- 116 families have received specific speech and language support/advice
- 95% of families felt that by attending the Family Hub Services their parenting skills had improved
- 89% of families reported that by attending Family Hub Services their family's health and wellbeing had improved
- 88% of families reported that by attending Family Hub Services, their child's development had improved and they were developing the skills required to be ready for school.

(5) Support and promote community and wellbeing

Community and wellbeing remains a key area of delivery and growth for the Trust, with a continually expanding range of services and support now available. This growth reflects our ongoing commitment to tackling health inequalities and addressing the unique challenges faced by our community through place-based approaches. We have also expanded our community development activities, primarily through the Lottery-funded Place Based Social Action Project and UKSPF, which has resourced a myriad of local projects. Over the past year, we have delivered a wide range of locally tailored initiatives aimed at improving access, promoting prevention, and supporting holistic wellbeing for those who need it most. HOT's community and wellbeing projects are described individually below:

Staying Well
This project focuses specifically on reducing isolation and loneliness while improving overall health and wellbeing. HOT has been delivering this important initiative for approximately 10 years. For much of that time, the project operated under an annually renewed contract, which limited our ability to plan long-term or invest in sustained development. Recently, the Council decided to formally tender the contract over a three-year period, with the potential for a two-year extension. We have successfully secured this contract for Central Halifax for 3 years with a potential extension of another 2 years, providing greater stability and allowing us to enhance and grow the service with a longer-term vision. Our team this year has supported over 75 people with personalised support and connected with over 2500 people across a range of activities including:

The Apna Staying Well Hub launched in early 2024 has welcomed new members to its wellbeing activities, which include a range of creative pursuits such as crafting and arts and crafts. These sessions provide participants with opportunities to express themselves creatively, develop new skills, and achieve a sense of accomplishment. Crucially, the group setting fosters social interaction and builds a supportive community, helping to alleviate social isolation and loneliness. Through shared projects and collaborative activities, participants experience enhanced mental and emotional wellbeing.

In Spring 2024, HOT launched the Boothtown, Akroydon, and Haley Hill Heritage Trail (funded by UKSPF), inviting visitors to step back in time and explore the rich and varied history. The trail uncovers local stories and landmarks, offering a deeper understanding of the area's unique heritage.

The trail officially launched on Saturday, 29th March 2024 at Bankfield Museum, where free trail maps and engaging activity packs were made available to the public. The launch event was a resounding success, attracting many residents and visitors, and receiving overwhelmingly positive feedback. Special thanks go to the Mayor of Calderdale, whose attendance and support were greatly appreciated. By encouraging walking, learning, and social engagement, the trail supports Staying Well's aim to reduce social isolation and improve quality of life. It also serves as a practical tool for promoting community interaction and shared experiences.
The Staying Well team marked International Day of Older Persons 2024 with a vibrant celebration for service users, their families, friends, and carers. This year's theme, "Aging and Accessibility: Fostering an Inclusive Future," emphasised the importance of creating accessible, inclusive environments that enable older people to fully participate in society with independence and dignity. The event focused on addressing and removing physical, social, and economic barriers, including efforts to reduce social isolation and loneliness. Activities included a shared lunch, inspiring poetry (Shayari), and opportunities for creativity and storytelling, fostering connection and reflection. One participant noted, "Today reminded me of how much we matter—feeling seen and heard has truly renewed my spirit."

The Staying Well team has continued its long-standing involvement in the Bonfire Community Safety Collaboration, working alongside partners to enhance safety during the bonfire period. This collaborative approach focuses on protecting vulnerable residents, particularly older adults, and ensuring their concerns are heard and addressed.

In collaboration with local community organisers, the team played a leading role in supporting the development of the Boothtown Community Residents Group, with a focus on strengthening community cohesion and engagement. Key activities included targeted outreach to residents and coordination of the group's inaugural meeting at Bankfield Museum. This initial gathering celebrated the rich heritage of Boothtown, fostering a sense of pride and shared identity among attendees.

In collaboration with NHS Yorkshire Smokefree Service, HOT launched a targeted Stop Smoking Campaign in Park Ward, an area experiencing high rates of cardiovascular disease and premature mortality. Strategically aligned with the values of Ramadan — a time of self-discipline, reflection, and spiritual renewal — the campaign focused on engaging Muslim communities to encourage quitting smoking. Backed by local leaders and mosques, the initiative used culturally sensitive messaging and community-driven engagement to reach smokers at a time when motivation to change behaviour is often high. Key features included:

- Free access to NHS stop-smoking resources and professional support
- Community involvement in resource co-creation
- Outreach through faith settings and local volunteer networks
- Emphasis on reducing a major risk factor for heart disease and improving long-term health outcomes

The campaign received a positive response, with strong community engagement and uptake of support services. Early indicators suggest a shift in attitudes and increased willingness to quit smoking among participants, reinforcing the power of culturally tailored public health interventions.

This campaign forms part of HOT's broader mission to tackle health inequalities and promote wellbeing in underrepresented communities.

Staying Well Case Study 1:

Khadija, a 62-year-old retired dinner lady, had been struggling with loneliness and isolation after the loss of her husband. She joined the Staying Well Project after seeing this advertised on the Halifax Opportunities Trust social media page and took an interest to the 'Poetry/Shayari for wellbeing' sessions advertised.

Through the project, Khadija began writing poetry (Shayari) to process her emotions, which helped her express grief and loneliness in a creative way. The support group, where members shared their own experiences, provided Khadija with a sense of community and belonging, significantly reducing her feelings of isolation. Over time, she built meaningful relationships with others in the group, gaining both emotional support and a renewed sense of confidence. This experience not only helped her overcome her loneliness but also improved her mental wellbeing.

Quote from Khadija:

"Before I joined the Staying Well group, I felt invisible—like my grief and loneliness were too heavy to share. But writing shayari allowed me to express what words couldn't, and being part of this group made me feel heard again. I've found new friends. It's not just about poetry it's about healing together and sharing life stories"

Staying Well Case Study 2:

EW was referred to the Staying Well service in October 2024 by the NHS Enhanced Care Team. At the time, she was struggling with loneliness, low mood, and a sense of purposelessness following the death of her husband and several other close family members and friends. These significant losses had left her feeling emotionally overwhelmed and socially isolated. EW expressed a desire to improve her mental well-being, reconnect with others, and regain a sense of motivation in her daily life.

When the Central Staying Well team visited her at home, she shared that she felt very low, and that life no longer had meaning now that she was no longer caring for her husband. During the visit, EW mentioned that she used to enjoy arts and crafts and would love to join a group in the community where she could pursue this hobby again.

In response, the team suggested the Arts and Crafts Group at the Apna Staying Well Hub, a warm and welcoming community space known for bringing people together through wellbeing activities. EW was enthusiastic about the idea, but despite her initial interest, she found it difficult to attend. She shared that she experienced severe social anxiety, particularly around meeting new people and being in unfamiliar environments, which made it hard for her to take the first step. Understanding her concerns, the Staying Well team continued to gently encourage her, letting her know she could attend at her own pace and reassuring her that she would be accompanied by a Staying Well Worker so she wouldn't have to go alone.

Eventually, EW decided to give the group a try, and that decision became a turning point in her journey. Since attending the sessions at the Apna Hub, she has experienced a noticeable improvement in her confidence and morale. She quickly became a regular at the group and now looks forward to the weekly sessions. Not only has she rediscovered the joy of creative activities, but she has also built meaningful friendships and found a space where she feels accepted and supported. Over time, EW's confidence has grown to the point where she now helps support new attendees, often taking the lead in crafting activities and teaching others new crafting skills. She also assists staff and volunteers with refreshments and helps create a welcoming environment through conversation and encouragement.

Reflecting on her experience, EW shared, "I can be myself at the Apna Hub. It takes my mind off things, and I have made new friends. I am so happy I joined the group because it brightens up my week and I have something to look forward to."

EW story is a powerful reminder of how small steps, consistent support, and community connection can lead to lasting transformation in an individual's well-being.

Community Organising
The 2024/25 year has been another eventful one for Community Organising and our National Lottery Community Fund 'Place Based Social Action' project, continuing to play a vital role within the Community and Wellbeing team. Community Organisers (COs) work at the grassroots, helping local people take ownership of the changes they want to see in their neighbourhoods. The project was due to finish at the end of March 2025 but additional funding has been secured to keep it going for another year.

This year, COs have been working hard to get more residents involved in ward forum meetings. What used to be a small gathering of familiar faces has grown significantly now, each meeting sees between 30 and 50 local people coming together to share their views, ask questions, and make sure councillors, the police, and other services are listening and responding to community concerns. It's been a real shift in local engagement, and the impact is starting to show.

One of our proudest moments this year was playing a key role in setting up the People's Park Festival. Spread over two days, the event was a huge success, bringing in over 10,000 visitors and creating a real sense of community celebration.

We've also been active in shaping the future of our green spaces. From ongoing work around Wadsworth Common to developments at Brackenbed, COs have been right at the heart of conversations and plans, helping to ensure these spaces reflect what local people want and need.

Macmillan/Calderdale Cancer Aware
In 2024 we launched the Calderdale Cancer Aware Project, a project funded by Macmillan Cancer for 3 years and an initiative specifically designed to address health inequalities by improving cancer awareness within BAME communities across Calderdale. The project has focused on:

- Increasing knowledge and understanding of cancer and related symptoms
- Promoting culturally appropriate screening services
- Raising awareness of preventative measures
- Encouraging positive lifestyle changes to reduce cancer risk

This work reflects our commitment to delivering equitable, culturally responsive health education and to improving early detection and health outcomes within communities that often experience barriers to access. The project has delivered multiple sessions and engagement events to raise cancer awareness and has engaged and worked with over 1400 people in the first year. Together, these developments demonstrate how our Wellbeing delivery area continues to evolve in response to emerging health needs, delivering impactful, community-focused support that aligns with HOT's wider objectives to reduce health inequalities and improve wellbeing across Calderdale.

The Outback Community Garden and Kitchen
This year has been one of growth, strengthened partnerships, and deepened community engagement at the Outback. With support through grant funding from Awards for All, UK Shared Prosperity Fund (UKSPF), NHS Creative Minds, Social Farms & Gardens, and Calderdale's Household Support Fund, we have been able to expand our activities, enhance our facilities, and increase our reach within Park ward and beyond.

Key Achievements:

Community Food Pantry: Our weekly pantry continued to play a vital role in addressing the cost-of-living crisis, providing access to affordable food. This year, 63 local households registered as members, benefiting from both food provision and a welcoming, supportive community hub from where they can be signposted to other service provision within the Trust and the wider community.

Adult Volunteering Programme: We delivered a wide range of weekly volunteering sessions in the garden, kitchen, beekeeping and food pantry. These activities offered opportunities for 37 individuals to build skills, boost confidence, and enhance wellbeing through meaningful contribution and social connection.

Supported Gardening for Inclusion: We hosted 9 supported gardening sessions for people with learning disabilities or mental ill-health, attended by 35 participants. These sessions provided therapeutic outdoor engagement and inclusive learning experiences.

Environmental Education and Climate Action: We ran 6 practical climate change awareness sessions aimed at increasing environmental understanding and promoting sustainable living. Engaging themes such as beekeeping, green manures, foraged seasonal decoration making and plot to plate seasonal cooking drew a combined audience of 39 participants.

Family Gardening sessions: Our 2 family gardening sessions welcomed 51 attendees, helping families to have better access to greenspace and encourage people to spend more time in nature.

Community Events and Celebrations: We successfully delivered a series of community engagement events, including a pop-up 'Taste the Waste' café, and two collaborative family events with our colleagues in the Cancer Aware team: the Autumn Pumpkin Party and a nature themed Wildlife & Wellies event. Combined, these events attracted over 100 attendees. We also partnered with the Family Hubs team and during summer 2024, we hosted outdoor play, forest school sessions, and nature-based activities in partnership with Family Hubs team, offering essential holiday support for local families.

Horticultural Therapy with NHS Creative Minds: Through our ongoing partnership with Calderdale and Kirklees Recovery College, we delivered a 5-week horticultural therapy course to support individuals with mental health needs. The course focused on reducing stress and anxiety while building connection with nature.

Garden Improvements and Sustainability: Funding allowed us to invest in the productivity and accessibility of the garden. We expanded the veg-growing area, repaired The Hive (our beekeeping hub), and added a natural play area for children. As a result, our seasonal pop-up fruit and veg shop thrived, with 100% of produce grown sold affordably to the local community.

Income Generation and Community Partnerships: We exceeded our annual £4,000 target for income generation through produce sales and facility hire. The kitchen and garden were regularly used by key community partners including Warley Road Academy, Noah's Ark Integrated Wellbeing Service, Calderdale Baha'is, Healthy Minds, and the Specialist Inclusion Team.

This period has demonstrated the strength and relevance of the Outback as an inclusive, welcoming space for health and wellbeing, learning, connection, and sustainability. With increased footfall, stronger partnerships, and enhanced facilities, we are proud of the positive impact we have achieved—and look forward to building on this momentum in the year ahead.

Feedback from Outback volunteers and participants:
"I am a volunteer at the pantry, I enjoy coming and helping out with the rest of the team. I love stocking up and sorting food bags and working on the till, it makes me feel happy and satisfied that I have helped out. I love seeing happy customers and meeting new people. We can also help them or signpost to other organisations if they need help with their daily living or if they are struggling. I came to help out at the pantry for my mental health, to meet people and to improve my confidence and social skills. I enjoy working with the team, they are so understanding, caring and welcoming and I love what they are doing for the community". (Community Pantry Volunteer – Feb 2025)

Our client spoke positively about the Outback, he said he enjoyed it because he was busy, he said the people were nice, he felt welcome and safe.

"From a staff point of view, the placement has really supported him in his recovery journey, he never used to go out but has attended for a few weeks now, he has grown in confidence and has been walking into town after being dropped off and also getting the bus home, something he would not have done on his own 6 months ago". (Community Mental Health Team - July 2024)
"As an 80 year-old who has been lucky enough to have worked in the Outback garden for 3 years, not only have I been stimulated both mentally and physically, but have been blessed with the opportunity of working with a lovely group of people. Long may it continue, will I still be volunteering here as a 90 year-old"? (Garden volunteer – Mar 2025)

UK Shared Prosperity Fund (UKSPF) Community Engagement programme
HOT has been an integral partner for the locally-delivered 'Communities and Place' strand of UKSPF in Calderdale. The programme is targeted on Central and North Halifax and HOT has led engagement work in Central. Through our engagement work, we listened closely to what matters most to local people. Their priorities shaped where investment was focused and how support was delivered. Working alongside residents and local organisations, we helped turn ideas into real, community-led projects that reflect a shared vision for the future. Many of these partnerships simply wouldn't have happened without this process. As a trusted, rooted organisation, we played a key role in connecting people,
building trust, and making sure the community's voice stayed at the centre of every funding proposal—helping to create real change, led by local people. The 3 priorities for Central Halifax were safer and cleaner neighbourhoods, opportunities for local young people and support to address the rising cost of living. 29 projects were initiated and funded to meet these priorities, all led by local charities and community groups. 500 households directly benefitted from youth programmes that offer safe, engaging spaces for young people, to neighbourhood clean-ups that tackle litter and brighten our streets, every project responded directly to the needs and aspirations shared with us. Below are some of the projects that were funded.

- Park & Warley Art Trail: Celebrating creativity with a trail of local artwork across neighbourhood streets and green spaces.
- Boothtown Fun Fest: A vibrant community celebration bringing 3000 neighbours together through music, food, and activities.
- 4G Pitch Installation: A new all-weather pitch, giving local people reliable access to sport all year round.
- Boothtown Heritage Trail: A walking trail that celebrates the history and character of Boothtown, created with input from local residents.
- Boxing for Wellbeing: Boosting mental and physical health through structured boxing sessions that build resilience and self-belief.
- Summer Football Academy: Free football coaching over the summer holidays, keeping young people active, engaged, and
- connected.
- Park & Warley Theatre Group: Encouraging confidence, creativity, and self-expression through performance and storytelling.
- Make it Count – Budgeting and Financial Resilience: Practical workshops and advice to help families take control of their
- finances and plan for the future.
- Let's Get Digital & Device Bank: Providing devices and digital skills training to help people access essential services and stay connected.
- Community Support Worker: One-to-one help for residents navigating life's challenges—from housing to benefits and beyond.

(6) Support inclusive integration of new arrivals to the UK
This year has marked a significant milestone in the continued success of HOT's ESOL and integration delivery programmes. Through dedicated efforts & innovative curriculum design, we have empowered learners from diverse backgrounds to improve their English language skills and confidently engage in their local communities. Our programmes have not only achieved impressive engagement and completion rates but have also fostered meaningful social and economic integration, enabling participants to access education, employment and essential services. The impact of our provision is reflected in the personal growth of our learners and to reach the most vulnerable individuals & groups of our local communities. We have enhanced the quality of our teaching resources, and provide tailored support services that address the unique challenges faced by our learners.

The composition of learners engaged on the programmes ranged from multiple nationalities, with either no educational previous to varied educational, cultural, and migration experiences. Many faced multiple barriers to learning, including:

- Limited formal education in their first language
- Low literacy and digital skills
- Caring responsibilities or employment constraints and experiences of trauma or displacement

We responded by creating a flexible and inclusive learning environment that:

- Delivered learner-centred, needs-based ESOL provision at multiple entry levels (ranging from non-accredited to accredited learning)
- Embedded practical life skills such as using public transport, accessing healthcare, and engaging with local services
- Provided women-only groups and culturally sensitive spaces where appropriate
- Supported learners with essential like skills, including, digital access, and individual learning support.

Our ESOL integration programmes went beyond language learning, we embedded opportunities for learners to:

- Engage with local events, volunteering, and civic activities
- Gain confidence in speaking and interacting in everyday situations
- build social networks and peer support across communities to create a sense of safety and belonging.
- Learner-centred: Tailored to the interests, needs, and lived experiences of adults, often co-designed with learners to increase engagement.
- Holistic: Incorporating personal development, confidence-building, and life skills, alongside literacy, numeracy & digital skills.
- Empowering: Encouraging active citizenship, self-advocacy, and progression into further learning, volunteering, & employment.

We also partnered with local organisations to offer contextualised learning – for example:

- ESOL for health, delivered with NHS partners
- ESOL for employability, including CV writing, interview skills, and workplace vocabulary. Our ESOL and integration programmes were designed and delivered with a strong commitment to value for money, ensuring that contracts delivered achieved the greatest possible impact for learners and communities.
- Achieved tangible outcomes: increased language skills, confidence, progression to work or further education
- Delivered long-term benefits: learners became more independent, active, and better able to contribute to their families and communities. Our model went beyond traditional ESOL e.g. through embedding integration outcomes (social connection, access to services, civic engagement), we:
- Reduced learner isolation, which will hopefully carry long-term social and health costs
- Improved family outcomes, with learners better able to support children in school & confidently engage in local life
- Strengthened community cohesion and trust between groups
- Maintained high retention and progression rates, meaning our programmes had lasting value beyond initial delivery.

The following is a list of all the programmes delivered in this reporting period:

Calderdale Adult Learning: The delivery of our 2nd year of our contract with Calderdale's Adult Learning has been successfully delivered entailing a total of 5 programmes.

CAL Functional Skills Maths provision: In line with previous years delivery, we have continued supporting the facilitation of Functional Skills Maths. The successful delivery has had a transformative impact, particularly in reaching individuals who have previously either not had the opportunity to engage or faced multiple barriers to learning. Our tailored approach has empowered learners to build essential everyday maths skills—such as budgeting, measuring, and interpreting data—boosting their independence, employability, and self-esteem. Many participants have gone on to access further training, secure jobs, or support their children's education at home. This success demonstrates the critical role that Functional Skills Maths plays not only in raising individual aspirations, but also in breaking down long-standing educational inequalities within our communities.

Vulnerable Person's Resettlement Scheme: Through the continuation of our contract to support newly arrived individuals through the VPRS Scheme, we have continued to deliver vital support to individuals facing some of the most complex and challenging circumstances in our community. Through targeted ESOL, integration, and wraparound support, the programme has successfully engaged newly arrived refugees.

Many participants have made significant progress in building language skills, accessing healthcare, navigating housing systems, and participating in local life.

This success is a direct result of the personalised and culturally sensitive approach adopted. Many also carry the emotional weight of displacement and trauma, which impacts their learning journey. Despite these challenges, the continuation of this programme has offered a critical pathway towards stability, empowerment, and inclusion, underlining its essential role in Calderdale's wider integration strategy.

Innovation Fund: Following the success of our previous pilot programme (commissioned by Calderdale council), a further round of funding was provided for us to continue the programme & reach out to new participants. A total number of 3 women-only ESOL classes and specialist workshops programmes have been delivered. As a result, we have seen a measurable increase in participants' awareness of their rights, safeguarding, healthcare access, and local support networks. VCS ESOL for Ukraine (Homes for Ukraine Scheme): Following the success of previous year delivery, we have continued to offer ESOL & Integration support to newly arrived Ukrainian learners. This year also entailed a total of 2

ESOL & Integration programmes. Many of the participants have progressed onto higher level provision demonstrating tremendous success in language learning. By providing flexible provision alongside practical integration support, we have empowered Ukrainian learners to begin rebuilding their lives, engage with local services, and form connections within the community. The overwhelmingly positive response and consistent learner progress highlight the success of our approach. ESOL Exams: this year, our ESOL learners have achieved exceptional success in gaining recognised qualifications, with a significant number passing their exams with excellent grades. For many participants, this represents their first formal qualification in the UK & these are important milestones that boosts their confidence, validates their skills, and opens doors to further education, training, and employment prospects.

(7) Leadership, governance and central support functions
During the year Halifax Opportunities Trust (HOT) retained all its external quality and assurance accreditations, including Quality for Health Level 2, the Contractors Health and Safety Assessment Scheme (CHAS), Cyber Essentials and the Matrix Standard. The Trust's Employee Forum (Hear Our Thoughts) was relaunched on 1st April 2024 with new members, providing a platform for employees to voice their opinions, concerns, and suggestions. This initiative has positively impacted communication, employee engagement, morale, organisational culture, and trust. In response to forum feedback, a Wellbeing Afternoon was scheduled for 2nd June 2025, designed collaboratively across teams and delivered on the annual training day.

On 1st October 2024, a new mandatory duty to prevent sexual harassment in the workplace came into effect. To meet this requirement, HOT delivered tailored training to all employees and managers, introduced a standalone Sexual Harassment Policy, and displayed awareness posters across communal and public areas to reinforce our zero-tolerance approach.

HOTs board has been strengthened by the recruitment of Jenny Bowers as a trustee, who has taken on the role of safeguarding lead on the board. Jenny is a former headteacher, Special Needs Co-ordinator, Safeguarding Lead and Early Years trained teacher. Trustees have continued to take part in regular 'bite-size' training/development sessions at each board meeting (topics included unconscious bias and financial understanding). The annual planning session was held in December 2024 and focussed on HOT's response to the external environment, including local plans and strategies.The existing Finance and Risk committees have been rolled into one Finance, Risk and Audit Committee which provides operational oversight and challenge to the exec team. A significant emphasis has been placed on meeting health and safety requirements this year, and we appointed an external company (WorkNest) to act as one of our Competent Persons in the charity and to provide an online platform to improve our health and safety compliance and practice.

We are also adopting digital approaches to other areas of administration and compliance at HOT; within the year we adopted an online management system for our business centres; contracted a finance review and the subsequent engagement of Stephen Perry as Finance Consultant to improve our financial systems and processes; a change to the online platform we use within our apprenticeship programme.

A new website was launched in early 2024, which better explains the work of the Trust and provides a dynamic, online calendar of events. We have also introduced a WhatsApp channel to directly reach people who engage with HOT activities, projects and services.

Financial review

In the accounting period 2024-25, the Children's Centre contract formed the major source of future commitments/ liabilities for the charity in relation to the defined benefit pension scheme for staff who were originally employed by Calderdale council. HOT has met the level of required pension contributions since it took on the contract in 2014 and therefore has met all its obligations in terms of keeping the scheme adequately financed. As at 31 March 2025 under the FRS 102 (LGPS funded benefits) disclosure requirement, the pension scheme has a net pension asset of £258,000. This is not recognised in these accounts, in line with FRS102 on the basis that the asset is not recovered by reduced contributions or refunds to the plan. At the last actuarial valuation carried out as at 31 March 2022 the pension scheme was 104.9% funded, with a surplus of £188,000. HOT is also defined as a 'subsumption body' in the Scheme which reflects a guarantee provided by Calderdale Council which means that should we exit the scheme at any point any liability due would be picked up ("Subsumed") by the Council. As of 30th September 2025, the contract ended and the service transferred to another provider including all staff in the defined benefit pension scheme. There is therefore no longer a major future pension commitment for the Trust.

Finance

The Group is reporting net operating income of £94,736 for the year ended 31 March 2025.

The Group receives funding from a range of sources including local and national government contracts, local and national government grants, grant income from Trusts and Foundations as well as generation of its own income via its subsidiary company. The Trustees have adopted diversification of income streams to mitigate the risks around sustainable income sources.

Details of the specific grants received by the Group are included in note 3 of the accounts and the results of the trading subsidiary are included in note 15 of the accounts. The income sources of the Charity's restricted funds are included in note 20 of the accounts.

Going concern

Based on a high level of secured contractual and grant income and free reserves of £1,024,368, the Trustees are confident that Halifax Opportunities Trust can continue as a going concern.

Reserves policy

Reserves are required by the Charity because there is a need to match variable future income with fixed commitments, grants are often received after the relevant expenditure has been paid out, and the Trust at times supports certain projects beyond the life of specific funding or bridges between contracts. The policy agreed by the Board of Trustees is described below:

The HOT Board have agreed to determine the target level of reserves using the following approach:

50% of all non-Children's Centre salaries PLUS all current contractual payment commitments. The reserves levels will be reviewed each year when budgeting is being carried out and will therefore fluctuate as salary costs increase/ decrease and contractual commitments increase/decrease. Based on this Policy, the target level of reserves is £646,422.

Unrestricted reserves as of 31st March 2025 were £1,024,368. In February 2024, trustees agreed to designate £42,000 of reserves to underpin the Outback's running costs should grant funding not be secured for the site. After the year end, In May 2025 trustees also designated up to £63,000 as bridging funds for the employment programme, as it is a key element of the Trust's work and the funding environment for this type of work is short-term and patchy until 2026. These designated funds are in addition to the £83,500 designated for housing in the prior year. To date, neither designated fund has been drawn upon.

Investment policy

Under the Memorandum and Articles of Association the trustees have the power to make any investment they see fit. During the year under review the trustees have chosen to hold the surplus funds of the Charity in the bank account with Unity Trust Bank PLC. These are held in current accounts in order to facilitate the day to day operations of the Charity. £678,986 of the Trust's funds are held in an interest-bearing current account with Unity Trust Bank in order to maximise income from the Trust's surplus funds and to meet the fiduciary requirement of the trustee board.

Future Plans

(1) Support enterprise, business start-up and growth

This element of HOT's work is driven by it's trading subsidiary HOT Enterprises Ltd. The future focus is on strengthening its role as a driver of sustainability for the Trust, while continuing to serve as a hub for local business support and enterprise. Key priorities include:

- Sustaining and Increasing Occupancy: Maintaining high occupancy rates at Elsie Whiteley Innovation Centre (EWIC) and Hanson Lane Enterprise Centre (HLEC) remains a top priority. Active marketing, tenant engagement and service enhancements will support tenant retention and attract new businesses, particularly those aligned with HOT's social and environmental values.
- Growing Virtual Tenancy and Co-Working Offers: Building on demand for flexible workspace, the virtual tenancy model will be further developed, and a refreshed co-working offer will be rolled out to better meet the needs of freelancers, early-stage enterprises and remote workers.
- Enhancing Commercial Resilience: A continued focus on generating surplus through space hire, conferencing, and other commercial services will underpin HOT Enterprises' contribution to HOT's unrestricted income, while maintaining accessibility and social value.
- Digital and Operational Innovation: Following the successful implementation of a building management system, further digital innovation will be explored to improve tenant services, monitor environmental performance, and support decision-making.
- Repositioning EWIC as Halifax's Business Incubation and Innovation Hub: A strategic review and rebrand of the Elsie Whiteley Innovation Centre will be undertaken to firmly position it as a Business Incubation and Innovation Hub for Halifax. This will involve redefining its purpose, brand identity and commercial offer to better support start-ups, social enterprises and scale-up businesses. The repositioning will ensure EWIC reflects the borough's entrepreneurial ambitions, responds to the changing needs of modern enterprises, and aligns with HOT's wider regeneration and economic inclusion strategy
- Environmental Responsibility: In line with HOT's carbon reduction goals, HOT Enterprises Ltd will continue efforts to reduce waste, lower energy usage, and promote greener working environments through both operational practice and tenant engagement.
- Strengthening Governance and Strategic Alignment: The governance structure and trading strategy of HOT Enterprises Ltd will be reviewed to ensure it remains fit-for-purpose and fully aligned with the Trust's charitable objectives and long-term sustainability.

(2) Help local people into employment

- Secure funding to sustain the service
- Position the service to align with a change in government policy, which focuses more on helping inactive people into work and supporting those in work who are at risk of falling out due to health problems.
- Ambition to expand team capacity by securing funding to meet increasing demand. Ideally this is a minimum of 4 key workers.

(3) Support and deliver work-based learning

In 2025–26, we will grow the number of apprenticeship starts and strengthen our employer network. We are developing new qualifications, including Level 5 Specialist Teaching Assistant and Residential Care programmes, as well as expanding our offer in Business Administration, Team Leading and Management.

We will also increase our engagement with levy-paying employers to create more opportunities for workforce upskilling and career progression in the local area. By doing so, we will continue to support Calderdale's communities to thrive, building a stronger local economy and creating lasting change for individuals and families.

Although the Level 4 Higher Level Teaching Assistant (HLTA) has not yet been approved as an official apprenticeship standard—despite lobbying efforts from several departments—HOT has responded proactively. After consulting with headteachers, who valued the Level 5 Specialist Teaching Assistant apprenticeship but noted it did not fully meet HLTA responsibilities, a costing and mapping exercise was conducted.

As a result, HOT will integrate the HLTA framework into the Level 5 provision and deliver it at no additional cost to the employer. This value-added model enhances our offer and serves as a unique selling point (USP), now embedded in our marketing and outreach strategy.

Grow provision in line with the Sustainability Through Skills approach, contributing to a greener economy and building partnerships to support environmental and social sustainability. Broaden delivery of training and upskilling programmes for individuals and partner organisations, with a focus on digital, education, health, and social care sectors.

Strengthen the commercial sustainability of the Apprenticeships Programme to help fund HOT's charitable services and maximise social value.

(4) Support children and families
In 2024, Calderdale council took the decision to recommission the Family Hubs and nursery provision via two Calderdale-wide tenders. It is unclear why this route was taken, as it does not meet the council's various strategic plans which all promote neighbourhood working and the importance of community delivery. Due to the format of the tender and the lack of local partnership working, it was not certain that the Trust would progress a bid. However, after a long process of deliberation and risk-analysis, HOT trustees agreed to submit a tender. We were unsuccessful. This meant the end of 23 years of continual delivery in the borough, the loss of over 100 staff and other invaluable assets which the Trust had built over the years of successful and innovative delivery. The loss of the contract was a huge blow to all concerned, particularly as HOT has always delivered high-quality services that met local needs and continually strove for innovation. The Trust also has an excellent track record in ensuring inclusion across all our services.

The plans from 1st April 2025 - 30th September 2025 are to maintain high quality services for the communities we serve, whilst supporting our workforce through the mobilisation and TUPE transfer process for the new provider which commences on 1st October 2025.

Whilst the scale of our delivery for children and families will drastically reduce, we will still seek to deliver projects and activities that are family-focussed and also to work alongside the Family Hubs to ensure that local voices are shaping the service in the communities we have been rooted in for many years.

(5) Support and promote community and wellbeing

- Continue and enhance HOT's focus on community based integrated health and wellbeing in line with local and regional strategic direction.
- Post Cancer support – Develop this area to support people diagnosed with cancer through community-based support. We have just rolled out a pilot for this area. This aligns with Calderdale Cancer Aware focus on pre-cancer awareness and support. We are working towards making this a permanent part of our well-being offer.
- Dementia Awareness/support – more work needs to be done in Park ward around this key area which is becoming more prevalent due to an ageing population. We are in the process of carrying out a listening exercise with people living with dementia. This insight will drive how we shape any potential support.
- Continue our ambitious project to bring Queen's Road Neighbourhood Centre back into use as a community hub. Key to this is to secure grant funding to appoint a Project Lead to take over leadership of the project from the CEO. We will also submit a second Development bid to the National Lottery Heritage Fund and start to approach other funders.

  The Outback Kitchen and Garden
- Focus more on climate change, develop the Outback as a 'climate change hub' to raise awareness of climate change, its impact and what local residents can do to mitigate its effects.
- Differentiate the Outback from the Jubilee Family Hub to increase its visibility, ensuring it is not perceived as an extension or part of the Jubilee Family Hub. This is even more important due to the loss of the Family Hubs contract.
- Increase the Outback's profile and visibility particularly in Park ward.
- Secure funding to sustain the Outback.

(6) Support inclusive integration of new arrivals to the UK

- Greater focus on community cohesion and bringing people together during challenging times. This includes increased direct interaction between communities in Calderdale through shared events, visits, getting to know one another, food exchanges, and more. The purpose is to break down misconceptions and provide people with opportunities to learn about each other and share our common good.

- Revamp and change the name of this critical area of work to give it more visibility, relevance and bring it line with an increased focus on community cohesion.

(7) Governance, Management and Central Services
The end of the Children's Centre contract has also brought about a reduction in the scale of HOTs centrals services team. Due to a restructure, resignations, retirement and TUPE opportunities, only one staff member was made redundant as a result of the process. The HR advisor function will in future be carried out via an external contract.

The future focus for centrals services will be on further improvement of finance systems, including a change to our accounting package accompanied by a wholesale review of the accounting structure. We will continue to advance our digital approach, ensuring technology supports organisational goals. Opportunities to integrate AI are being explored to enhance efficiency, value, and innovation across operational areas.

The HOT board will review the purpose of the subsidiary company, to determine whether to give it more autonomy from the parent charity or to bring the services it currently provides back under the charity.

A revised quality assurance framework and reporting system will be implemented, to ensure improved governance oversight.

Structure, governance and management

Structure
Halifax Opportunities Trust (HOT) was incorporated as a Company Limited by Guarantee in October 2000, achieved charitable status in April 2001 and has been operational since April 2002. It is a membership organisation and its trustees are elected from its membership as laid out in the Memorandum and Articles of Association. The Trust can also co-opt trustees to sit on its board but is not currently using this option.

Halifax Opportunities Trust owns a subsidiary company, HOT Enterprises Ltd and a dormant subsidiary (Hanson Lane Enterprise Centre Ltd). HOT Enterprises runs the two business centres (Elsie Whiteley Innovation Centre and Hanson Lane Enterprise Centre) and gifts profits to the parent charity. An SLA is in place between the two entities which covers HOT employment of staff to run the centres on behalf of the subsidiary.

Governance
HOT is a registered charity and a company limited by guarantee. Board members are therefore both trustees of the charity and company directors. There are currently ten trustees.

Elected trustees serve for a maximum of nine years and the co-opted trustees are co-opted annually. Elected trustees are elected by the HOT membership at the AGM. Co-opted trustees are appointed by the Board. All new trustees receive an induction pack and complete a register of interest document. They are also provided with regular opportunities for governance and sector specific training and development.

The charity's board meets quarterly and the HOT Enterprises board meets every two months. In addition to these meetings there is a Finance, Audit & Risk Committee and an Apprenticeships Committee. Special purpose task and finish groups are formed to meet specific needs. These meetings take place between formal board meetings to explore issues in depth and help trustees and directors better understand the changing environment in which the organisation operates. Any such groups report back to the full Board. Currently there is a Queen's Road Neighbourhood Centre Project Group.

An annual away day is held for trustees and staff at which future direction and priorities are agreed. The Strategy Plan is reviewed annually and each team produces a short operational plan which outlines key activities for the year ahead. KPIs are drawn from these plans and are used as the basis for performance management within the organisation.

The current Chair of HOT, Revd. Hilary Barber has come to the end of his trustee term and is due to retire at the 2025 AGM. The current Treasurer, Leigh Burrows is Chair designate.

Management
HOT has a senior management team that meets monthly to plan pan-organisational operational activity. The team is led by the Chief Executive. The Chief Executive and the senior managers report directly to the Board at the charity, committee and trading subsidiary board meetings. They produce written exception, risk and recommendation reports for these meetings and respond to questions and provide further information as required. The senior team attend regular training and development opportunities to ensure they are keeping their professional development up to date.

Risk management
Senior Managers produce a comprehensive Risk Management Plan at the direction of the board. Detailed scrutiny of the risk plan, including emerging risks identified by SMT, is delegated to the FARC. This Committee agrees and summarises key risks which are then presented to the full board on a quarterly basis along with mitigation actions. The Plan describes HOTs approach to risk management and assesses the strategic risks for the organisation, based on Charity Commission guidelines and using a RAG system. Red (high level) risks are dealt with immediately, with Amber being dealt with as soon as possible. Risks highlighted for 2024/25 were all mitigated or negated within the year under review.

Volunteer contribution
In addition to the trustees, who are all volunteers, 37 people volunteer with HOT at the Outback Garden helping to maintain the garden; grow produce; maintain the beehives; cook meals and make preserves; run the pantry; and run events. This equates to about 100 hours of volunteer support each week, for which we are hugely grateful. Company limited by guarantee

Halifax Opportunities Trust is a Company limited by guarantee (Company number 4089288) and a registered charity (Charity number 1086183). The Company was incorporated in England and Wales on 12th October 2000. Its governing document is the Memorandum and Articles of Association. The Board's investment powers are subject to such conditions and consents as may for the time be imposed by law.

Every member of the company undertakes to contribute such an amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Z A Ali	
H J Barber	
L Burrows	
R J Craven	
A Hamid	
H L Hunter	
S Hussain	
T Male	
C J Pinder	(Resigned 9 July 2024)
A K Qureshi	(Resigned 9 May 2024)
G Rhodes	
S Sadiq	(Resigned 12 July 2024)
R M Sweeney	(Resigned 23 September 2025)
J Bowers	(Appointed 14 November 2024)

Auditor

In accordance with the company's articles, a resolution proposing that BK Plus Audit Limited be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

H.J. Barber

H J Barber
Trustee

Date: 20.11.25

HALIFAX OPPORTUNITIES TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The trustees, who are also the directors of Halifax Opportunities Trust for the purpose of company law, are responsible for preparing the Trustees' 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 Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 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 Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

HALIFAX OPPORTUNITIES TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF HALIFAX OPPORTUNITIES TRUST

Opinion

We have audited the financial statements of Halifax Opportunities Trust (the 'parent company') and it's subsidiaries (the group) for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the company and group balance sheet, the group 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' 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 group's and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the Charity for the purpose 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 Charity'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 group 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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the group through discussions with directors and other management, and from our commercial knowledge and experience of the industry sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Ensured laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was a susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the group's remuneration policies.

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risks of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the group's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Use of our report

This report is made solely to the charitable group'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 group'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 group and the charitable group's members as a body, for our audit work, for this report, or for the opinions we have formed.

Victoria Atkinson FCA (Senior Statutory Auditor)
For and on behalf of BK Plus Audit Limited, Statutory Auditor
Chartered Certified Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW
England

BK Plus Audit Limited

Date: 15 December 2025

HALIFAX OPPORTUNITIES TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	3	128,994	0	128,994	103,239	0	103,239
Charitable activities							
Provision of employment, education and training services	4	44,090	332,260	376,349	230,357	354,657	585,014
Provision of childcare and family support services	4	3,221,379	-4,542	3,216,837	2,653,743	442,138	3,095,881
Promoting health and wellbeing	4	166,289	378,177	544,466	24,842	156,042	180,884
Management administration and membership	4	19,424	0	19,425	1,029	250	1,279
Other trading activities	5	662,914	0	662,914	727,630	0	727,630
Investments	6	20,267	0	20,267	19,840	0	19,840
Total Income		4,263,357	705,895	4,969,252	3,760,680	953,087	4,713,767
Expenditure on:							
Charitable activities							
Provision of employment, education and training services	7	59,644	327,374	387,018	169,875	359,191	529,066
Provision of childcare and family support services	7	2,742,103	5,518	2,747,621	2,294,072	448,004	2,742,076
Promoting health and wellbeing	7	188,828	377,265	566,093	178,376	135,181	313,557
Management administration and membership	7	504,974	3,792	508,766	419,208	250	419,458
Other trading costs	8	665,018	0	665,018	641,367	0	641,367
Total charitable expenditure		4,160,566	713,949	4,874,515	3,702,898	942,626	4,645,524
Net income		102,791	-8,055	94,736	57,782	10,461	68,243
Transfers between funds		0	0	0	-53,364	53,364	0
Taxation		5,330		5,330	-20,790	0	-20,790
Other recognised gains and losses:							
Actuarial gains on defined benefit pension schemes		0		0	87,000	0	87,000
Revaluation of tangible fixed assets		2,200,000	0	2,200,000			
Net movement in funds	10	2,308,121	-8,055	2,300,066	70,628	63,825	134,453
Reconciliation of funds:							
Fund balances at 1 April 2023		**2,306,547**	**71,375**	**2,377,922**	2,235,919	7,550	2,243,469
		4,614,668	63,321	4,677,989	2,306,547	71,375	2,377,922

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

HALIFAX OPPORTUNITIES TRUST

GROUP AND CHARITY BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	GROUP 2025 £	GROUP 2024 £	CHARITY 2025 £	CHARITY 2024 £
Fixed assets					
Tangible assets	14	3,682,228	1,574,389	3,553,863	1,424,411
Investments	15	-	-	101	101
		3,682,228	1,574,389	3,553,964	1,424,512
Current assets					
Debtors	16	204,911	328,970	329,838	420,660
Cash at bank and in hand		1,842,518	1,345,122	1,520,746	1,019,952
		2,047,430	1,674,092	1,850,584	1,440,612
Creditors : amounts falling due within one year	17	(1,019,913)	(833,474)	(892,468)	(668,504)
Net current assets		1,027,516	840,618	958,116	772,108
Total assets less current liabilities		4,709,744	2,415,007	4,512,080	2,196,620
Pension scheme liability	19	-	-	-	-
Provisions for liabilities	18	(31,755)	(37,085)	-	-
Net assets excluding pension liability		4,677,989	2,377,922	4,512,080	2,196,620
The funds of the charity					
Restricted funds	20	63,321	71,375	63,321	484,318
Unrestricted funds	21	4,614,668	2,306,547	4,448,759	1,712,302
Fund balances at 31 March 2025		4,677,989	2,377,922	4,512,080	2,196,620

The financial statements were approved by the trustees on 20.11.25

H.J. Barber

H J Barber
Trustee

Company registration number 04089288 (England and Wales)

HALIFAX OPPORTUNITIES TRUST

CONSOLIDATED STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash generated from operations	27	482,901		155,244	
Tax paid		5,330		- 20,790	
			488,231		134,454
Investing activities					
Purchase of tangible fixed assets		- 11,104		- 98,892	
Investment income received		20,267		19,840	
Net cash generated from/(used in) investing activities			9,163		- 79,052
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			497,394		55,402
Cash and cash equivalents at beginning of year			1,345,123		1,289,720
Cash and cash equivalents at end of year			1,842,518		1,345,123

1 Accounting policies

Charity information

Halifax Opportunities Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is , Hanson Lane Enterprise Centre, Hanson Lane, Halifax, West Yorkshire, HX1 5PG, United Kingdom.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)". The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

Group financial statements

The Statement of Financial Activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis. The Charity has availed itself of Paragraph 3 (3) of Schedule 4 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA or Income and Expenditure Account have been presented for the Charity alone as permitted by section 230 of the Companies Act 2006 and paragraph 327 of the SORP.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Charity.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	Over the term of the lease
Fixtures and fittings	15% on cost
Computers	33% on cost
Motor vehicles	33% on cost
Kitchen equipment	15% on cost
Office Equipment	15% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1 Accounting policies **(Continued)**

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.||The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2025	Restricted funds 2025	Total 2025	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£	£	£	£
Donations and legacies	1,938	-	1,938	- 74	-	- 74
Grants received	127,057	-	127,057	103,313	-	103,313
Total Income	128,994	-	128,994	103,239	-	103,239
Grants receivable for core activities						
National Milk Grant Scheme	1,070	-	1,070	2,069	-	2,069
Staying Well Project	125,987	-	125,987	101,244	-	101,244
	127,057	-	127,057	103,313	-	103,313

4 Income from charitable activities

	Provision of employment, education and training services	Provision of childcare and family support services	Promoting health and wellbeing	Management administration and membership	Total
	2025	2025	2025	2025	2025
	£	£	£	£	£
Charitable activities income	376,349	3,216,837	544,466	19,425	4,157,076
	376,349	3,216,837	544,466	19,425	4,157,076
Analysis by fund					
Unrestricted funds	44,090	3,221,379	166,289	19,424	3,451,182
Restricted funds	332,260	- 4,542	378,177	0	705,895
	376,349	3,216,837	544,466	19,425	4,157,076

	Provision of 2024	Provision of 2024	Promoting 2024	Management 2024	Total 2024
	£	£	£	£	£
Charitable activities income	585,014	3,095,881	180,884	1,279	3,863,058
Management fees received from	-	-	-	-	-
	585,014	3,095,881	180,884	1,279	3,863,058
Analysis by fund					
Unrestricted funds	230,357	2,653,743	24,842	1,029	2,909,971
Restricted funds	354,657	442,138	156,042	250	953,087
	585,014	3,095,881	180,884	1,279	3,863,058

5 Other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
HOT Enterprises Limited	662,914	727,630
	662,914	727,630

6 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	20,267	19,840
	20,267	19,840

7 Expenditure on charitable activities

	Provision of employment, education and training services	Provision of childcare and family support services	Promoting health and wellbeing	Management administration and membership	Total	Provision of employment, education and training services	Provision of childcare and family support services	Promoting health and wellbeing	Management administration and membership	Total
	£	£	£	£	£	£	£	£	£	£
Direct costs										
Staff costs	343,412	2,232,775	345,708	422,931	3,344,826	380,708	2,313,607	208,146	377,585	3,280,046
Depreciation and impairment	-	2,182	2,534	65,832	70,548	-	2,182	2,534	16,200	20,916
Premises costs	(86,386)	62,737	19,276	(51,948)	(56,320)	45,158	78,855	18,524	(40,534)	102,003
Repairs and maintenance	8,651	55,670	11,359	41,438	127,117	6,390	55,779	8,873	47,292	118,334
Office costs	(6,647)	180,404	9,174	21,562	204,494	866	66,614	2,802	10,129	80,411
Motor and travel costs	8,624	19,092	1,242	734	29,692	3,969	18,299	470	1,223	23,961
Advertising	2,435	-	7,721	3,772	13,928	44	-	2,200	6,691	8,935
Training and conferences	-	7,039	-	663	7,702	-	18,127	-	639	18,766
Staff and volunteer costs	16,824	1,998	19,249	4,545	42,617	4,678	6,928	19,926	4,952	36,484
Surestart costs	-	149,867	-	-	149,867	-	149,544	-	33,232	182,776
Course costs	44,021	-	14,609	7,335	65,965	26,637	-	6,933	-	33,570
Management charges	37,850	-	41,340	(79,216)	(26)	44,644	-	29,632	(74,277)	(1)
Legal and professional fees	-	19,626	-	3,735	23,361	-	20,346	-	2,267	22,613
Bad debts	-	630	160	(8,112)	(7,322)	-	2,205	-	5,263	7,468
Irrecoverable VAT	-	-	-	(8,494)	(8,494)	-	-	10	9,818	9,828
Bank charges	-	2,353	-	1,533	3,886	-	1,734	-	1,583	3,317
Other costs	1,956	3,249	93,720	3,650	102,575	4,434	4,856	5,514	7,438	22,242
	370,742	2,747,621	566,093	429,961	4,114,417	517,528	2,739,076	305,564	409,501	3,971,669
Grant funding of activities	-	-	-	5,727	5,727	-	-	-	-	-
Share of support and governance costs (see note 7)										
Support	16,276	-	-	73,078	89,353	11,538	3,000	7,993	9,957	32,488
	387,018	2,747,621	566,093	508,766	4,209,498	529,066	2,742,076	313,557	419,458	4,004,157
Analysis by fund										
Unrestricted funds	59,644	2,742,103	188,828	504,974	3,495,548	169,875	2,294,072	178,376	419,208	3,061,531
Restricted funds	327,374	5,518	377,265	3,792	713,949	359,191	448,004	135,181	250	942,626
	387,018	2,747,621	566,093	508,766	4,209,498	529,066	2,742,076	313,557	419,458	4,004,157

8 Other trading costs

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
HOT Enterprises Limited	665,018	641,367
	665,018	641,367

9 Support costs allocated to activities

	2025 £	2024 £
Governance costs	89,354	32,488
Analysed between:		
Provision of employment, education and training services	16,276	11,538
Provision of childcare and family support services	-	3,000
Promoting health and wellbeing	-	7,993
Management administration and membership	73,078	9,957
	89,354	32,488

10 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting		
Fees payable for the audit of the charity's financial statements		
- Audit services	12,074	12,649
Depreciation of owned tangible fixed assets	103,264	67,532

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

Trustees indemnity insurance cover is included within the charity's main insurance policy, however the premium paid is not separately identifiable from the total cost incurred.

Trustees expenses

No trustees expenses were paid during the financial year.

12 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Charitable Activities	125	145
Administrative	25	16
Governance	7	12
	157	173

Employment costs	2025 £	2024 £
Wages and salaries	3,225,371	2,975,735
Spcial secuirty costs	265,686	226,829
Other pension costs	88,174	77,482
	3,579,231	3,280,046

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	297,669	332,855

13 Taxation

The charity Is exempt from taxation on its activities because all its income is applied for charitable purposes

Tax charges shown relate to deferred tax and corporation tax applied to the trading subsidiary HOT Enterprises Limited

14 **Tangible fixed assets**

CHARITY

	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Kitchen equipment	Office equipment	Total
	£	£	£	£	£	£	£
Cost or valuation							
At 1 April 2024	1,416,500	35,474	165,554	4,732	99,308	66,159	1,787,727
Revaluation	2,200,000	-	-	-	-	-	2,200,000
At 31 March 2025	3,616,500	35,474	165,554	4,732	99,308	66,159	3,987,727
Depreciation and impairment							
At 1 April 2024	22,376	29,296	150,106	4,732	99,308	57,498	363,316
Depreciation charged in the year	64,376	2,767	1,223	-	-	2,182	70,548
At 31 March 2025	86,752	32,063	151,329	4,732	99,308	59,680	433,864
At 31 March 2025	3,529,748	3,411	14,225	-	-	6,479	3,553,863
At 31 March 2024	1,394,124	6,178	15,448	-	-	8,661	1,424,411

Included within long leasehold assets are the following properties:

- Hanson Lane Enterprise Centre
- The Outback Centre
- Elsie Whitely Innovation Centre

These assets have been subject to a formal valuation during the year. The valuations were undertaken by Bramleys LLP Chartered Surveyors on 8th November 2021 and represent the market value of the sites which are held under 125 year lease with Calderdale MBC. The lease on the Elsie Whiteley Innovation Centre was signed on 6 February 2025, so we have included revaluation of £2.2 million in the current year's accounts

At 31 March 2025, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carry amount would have been approximately £89,063 (2024: £96,011)

14 **Tangible fixed assets (Continued)**

GROUP

	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Kitchen equipment	Office equipment	Total
	£	£	£	£	£	£	£
Cost or valuation							
At 1 April 2024	1,558,814	373,916	185,519	4,732	99,308	120,113	2,342,402
Additions	6,787	-	4,317	-	-	-	11,104
Revaluation	2,200,000	-	-	-	-	-	2,200,000
At 31 March 2025	3,765,601	373,916	189,836	4,732	99,308	120,113	4,553,505
Depreciation and impairment							
At 1 April 2024	155,803	231,181	165,537	4,732	99,308	111,452	768,013
Depreciation charged in the year	71,781	26,785	2,516	-	-	2,182	103,264
Eliminate on disposals	-	-	-	-	-	-	-
At 31 March 2025	227,584	257,966	168,053	4,732	99,308	113,634	871,278
At 31 March 2025	3,538,017	115,950	21,782	-	-	6,479	3,682,228
At 31 March 2024	1,403,012	142,735	19,981	-	-	8,661	1,574,389

Included within long leasehold assets are the following properties:

- Hanson Lane Enterprise Centre
- The Outback Centre
- Elsie Whitely Innovation Centre

These assets have been subject to a formal valuation during the year. The valuations were undertaken by Bramleys LLP Chartered Surveyors on 8th November 2021 and represent the market value of the sites which are held under 125 year lease with Calderdale MBC. The lease on the Elsie Whiteley Innovation Centre was signed on 6 February 2025, so we have included revaluation of £2.2 million in the current year's accounts

At 31 March 2025, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carry amount would have been approximately £89,063 (2024: £245,989)

15 Fixed asset investments

	GROUP		CHARITY	
	2025	2024	2025	2024
	£	£	£	£
Market Value				
At 1 April 2024 and 31 March 2025	-	-	101	101
Net Book Value				
At 31 March 2024 and 31 March 2025	-	-	101	101

There were no investment assets outside the UK. The company's investments at the balance sheet date include the following

	Hanson Lane Enterprise Centre Limited	HOT Enterprises Limited
Class of Share	Ordinary	Ordinary
% Holding	100%	100%
Nature of business:	Dormant company	Provision of high-quality modern workspace.

Summary of trading results:

	31/03/25	31/03/24	31/03/25	31/03/24
	£	£	£	£
Turnover	-	-	758,413	816,278
Total Expenditure	-	-	(779,136)	(774,835)
Taxation	-	-	5,330	(20,790)
	-	-	(15,393)	20,653
Donation to parent charity (Paid in Year)	-	-	-	-
	-	-	(15,393)	20,653

Summary of assets and liabilities:

Assets	1	1	528,507	548,689
Liabilities	-	-	(362,505)	(367,294)
	1	1	166,002	181,395

16 Debtors

	GROUP		CHARITY	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	124,696	284,226	62,501	218,367
Amounts owed by group undertakings	-	-	203,300	165,238
Other debtors	275	-	275	-
Prepayments and accrued income	79,941	44,744	63,762	37,055
	204,911	328,970	329,838	420,660

17 Creditors

	GROUP		CHARITY	
	2025	2024	2025	2024
	£	£	£	£
Other taxation and social security	53,528	90,950	53,528	55,761
Trade creditors	122,259	80,685	96,148	51,175
Other creditors	37,770	9,827	25,078	9,827
Accruals and deferred income	806,356	652,012	717,715	551,741
	1,019,913	833,474	892,468	668,504

18 Provision for liabilities

	GROUP		CHARITY	
	2025	2024	2025	2024
Deferred tax	31,755	37,085	-	-

19 Pension scheme liability

	GROUP		CHARITY	
	2025	2024	2025	2024
	£	£	£	£
Pension scheme	-	-	-	-

Movements on provisions:

	GROUP		CHARITY	
	2025	2024	2025	2024
	£	£	£	£
At 1 April 2024	-	87,000	-	87,000
Other movements	-	- 87,000	-	- 87,000
At 31 March 2025	-	-	-	-

Retirement benefit schemes

	2025	2024	2024	2023
			£	£
Defined contribution schemes				
Charge to profit or loss in respect of defined contribution schem	83,099	77,482	77,482	81,357

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund

18 Retirement benefit schemes **(Continued)**

The charity is a member of a defined benefit scheme with The West Yorkshire Pension Fund.

The West Yorkshire Pension Fund Scheme is funded and contracted out of the state scheme. The last tri-annual valuation of the scheme took place at 31 March 2022 and was undertaken by professionally qualified actuaries, AON Hewitt, using the projected unit method. The Charity has paid for a valuation of its scheme as at 31 March 2025 and the figures below are based on that valuation.

The notional value of the liabilities of the charity's share of the scheme at 31 March 2025 was £3,972,000 the present value of the assets was £3,141,000 leaving a net pension surplus of £258,000 at 31 March 2025, after deducting unrecognised asset of £573,000.

Contributions
The employer contributions made to the scheme during the year were £Nil (2024: £Nil). £Nil was unpaid at the year end. The employers regular contributions to the Fund for the accounting period ending 31 March 2025 are estimated to be £Nil.

Key assumptions
The latest actuarial valuation of the Charity's liabilities took place as at 31 March 2022. Liabilities have been estimated by the independent qualified actuary on an actuarial basis using the projected unit credit method.

The principal assumptions used by the actuary in updating the latest valuation of the Fund for FRS 102 purposes were:

	31 March 2025 (%)	31 March 2024 (%)
Discount rate	5.80	4.80
Inflation - CPI	2.50	2.60
Pension increases	2.50	2.60
Pension accounts revaluation rate	2.50	2.60
Salary increases	3.75	3.85

Expected return on assets
The approximate split of assets for the Fund as a whole (based on data supplied by the Fund Administering Authority) is shown in the table below. Also shown are the assumed rates of return adopted by the Employer for the purposes of FRS 102.

The charity employs a building block approach in determining the rate of return on Fund assets. Historical markets are studied and assets with higher volatility are assumed to generate higher returns consistent with widely accepted capital market principles. The assumed rate of return on each asset class is set out within this note. The overall rate of return on assets is then derived by aggregating the expected return for each asset class over the actual asset allocation for the Fund at 31 March 2022.

	Asset split at 31 March 2025 (%)	Asset split at 31 March 2024 (%)
Equities	79.3	79.0
Property	2.8	2.9
Government bonds	9.0	8.6
Corporate bonds	4.0	4.2
Cash	2.6	4.0
Other	2.3	1.3
Average Return / Total	**100.00**	**100.00**

16 Retirement benefit schemes **(Continued)**

Reconciliation of funded status to Balance Sheet

	Value as at 31 March 2025 £000's	Value as at March 2024 £000's
Fair value of assets	3,972	4,252
Present value of funded liabilities	(3,141)	(4,170)
Pension asset / (liability) before consideration of paragraph 41	831	82
Unrecognised asset due to limit in paragraph 41	(573)	-
Net pension asset/(liability)	**258**	**82**

Analysis of profit and loss charge

	Period ending 31 March 2025 £000's
Operating cost:	
Current service cost	40
Past service cost	-
Interest cost	-
Curtailment cost	-
Settlement cost	-
Financing cost: Interest on net defined benefit liability / (asset)	(5)
Pension expense recognised in SOFA	**35**

Changes to the present value of the defined benefit obligation

	Period ending 31 March 2025 £000's
Opening defined benefit obligation	4,170
Current service cost	40
Interest expense on defined benefit obligation	194
Contributions by participants	13
Actuarial (gains) / losses due to changes in financial assumptions	(77)
Actuarial (gains) / losses due to changes in demographic assumptions	(29)
Actuarial (gains) / losses due to liability experience	(218)
Net benefits paid out	(259)
Past service cost	-
Net increase in liabilities from disposals / acquisitions	-
Curtailment cost	-
Settlements	-
Closing defined benefit obligation	**3,141**

Changes to the fair value of assets

	Period ending 31 March 2025 £000's
Opening fair value of assets	4,268
Interest income on assets	199
Re-measurement gains / (losses) on assets	(249)
Contributions by the employer	0
Contributions by participants	13
Net benefits paid out	(256)
Net increase in assets from disposals and acquisitions	-
Settlements	-
Closing fair value of assets	**3,972**

20 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used

	At 1 April 2024	Incoming Resources	Resources expended	Transfers	At 31 March 2025
	£	£	£	£	£
Active Calderdale	-	1,955	(1,955)	-	-
Architectural Heritage Fund - QRNC	-	10,000	(10,000)	-	-
Arches (Employment)	920	-	-	-	920
Building Better Opportunities- Hopeful Families	7,064	-	(2,340)	-	4,724
Calfund	1,312	24,213	(24,213)	-	1,312
Celebrating Cultural Harmony, Qawali	1,000	6,870	(6,870)	-	1,000
UKSPF Community Support Officer	-	40,519	(40,521)	-	(2)
PINS	-	(13,543)	-	-	(13,543)
UKSPF Family Hubs	-	9,001	(4,889)	-	4,112
Elsie Whiteley Innovation Centre	412,943	-	-	(412,943)	-
ESOL: Syrian Families	-	83,733	(83,733)	-	-
Food Parcel Delivery - Covid 19	2,254	-	-	-	2,254
Greener Together	14,956	1,149	(1,149)	-	14,956
Groundwork - Steps to work	3,148	-	-	-	3,148
Groundwork- Make it work	-	40,000	(40,000)	-	-
Inclusive Economy	586	13,202	(13,202)	-	586
Individual Fund	-	224	(224)	-	-
Innovation Fund	-	55,599	(55,599)	-	-
Inspire	8,862	-	-	-	8,862
Isolation Fund	-	4	(4)	-	-
Kickstart	713	-	-	-	713
Macmillian	-	129,898	(130,020)	-	(122)
Maximus	-	7,826	(7,826)	-	-
Micro Grants SWYPFT	13,683	(3,053)	-	-	10,630
Moving Forward Together	279	-	-	-	279
Multiply	-	1,724	(1,724)	-	-
NHS Hospital Recruitment Event	2,250	-	-	-	2,250
Place Based Social Action	-	54,669	(54,669)	-	-
Post Cancer Support	-	10,632	(10,632)	-	-
Projects- Contigency Pot	-	7,454	(397)	-	7,057
Social Action Hub	10,507	-	-	-	10,507
Staying Well Project	-	-	-	-	-
Stop Smoking Campaign	-	5,000	(875)	-	4,125
Tandrusti Project	-	21,442	(21,442)	-	-
The Buzz Project	-	976	(976)	-	-
The Space Rastrick	3,584	-	-	-	3,584
The Workshop Income	-	829	-	-	829
Thriving Communities Partnership Funding	-	993	(993)	-	-
Together Calderdale Project	295	(412)	412	-	295
UKSPF - Main Contract	-	62,555	(62,555)	-	-
UKSPF - UKSPF Plot to Plate	(37)	-	-	-	(37)
UKSPF - Financial Resilience	-	18,158	(18,158)	-	-
UKSPF - Funded Boothtown Community Event	-	10,000	(10,000)	-	-
UKSPF - Walking Route	-	6,737	(6,737)	-	-
UKSPF -Cultural and Enterprise Funds	-	102,012	(102,012)	-	-
UKSPF Queens Road Neighbourhood Centre	-	78,400	(82,860)	-	(4,460)
UKSPF Boothtown Heritage Trail	-	19,005	(19,005)	-	-
VCS - ESOL	-	7,477	(7,477)	-	-
Yaadein Community Fund	-	-	(657)	-	(657)
	484,319	815,248	-823,302	-412,943	63,321
Split:					
Charity	***484,319***	***815,248***	***- 823,302***	***- 412,943***	***63,321***
Group	***71,376***	***815,248***	***- 823,302***	***-***	***63,321***

20 Restricted funds (Continued)

	At 1 April 2023	Incoming Resources	Resources expended	Transfers	At 31 March 2024
	£	£	£	£	£
Active Calderdale	(12,041)	2,750	(2,766)	12,057	-
ARCHES (Employment)	-	920	-	-	920
Building Better Opportunities- Hopeful Families	8,720	7,754	(9,327)	(83)	7,064
The Buzz Project	-	261	(261)	-	-
CAL ESOL	(27)	-	-	27	-
Calfund	1,339	35,715	(35,715)	(27)	1,312
Celebrating Cultural Harmony, Qawali	-	2,073	(1,073)	-	1,000
Community Organisers	-	-	(59)	59	-
Connecting Opportunities	(35,760)	-	(241)	36,001	-
EEF Centres - Jubilee Nursery	1,990	255,806	(255,806)	(1,990)	-
EEF Centres - Siddal Nursery	(399)	44,054	(44,054)	399	-
EEF Centres - Sowerby New Road Nusery DEFRA	4,875	-	130	(5,005)	-
EEF Centres - Todmorden Nursery	-	85,360	(85,360)	-	-
Elsie Whiteley Innovation Centre	412,943	-	-	-	412,943
ESOL: Syrian Families	(71)	134,763	(134,763)	71	-
Food Parcel Delivery - Covid 19	2,254	-	-	-	2,254
From HOT to COLD : Reducing our Carbon Footprint	(4,657)	-	-	4,657	-
Greener Together	14,956	8,081	(8,081)	-	14,956
Groundwork - Steps to work	3,148	-	-	-	3,148
Inclusive Economy	586	61,699	(61,699)	-	586
Individual Fund	-	250	(250)	-	-
Innovation Fund	-	1,068	(1,068)	-	-
Inspire	8,862	-	-	-	8,862
Kickstart	713	-	-	-	713
Little Gems Nursery	(938)	56,917	(62,914)	6,935	-
Macmillan	-	427	(427)	-	-
Micro Grants SWYPFT	-	13,683	-	-	13,683
Moving Forward Together	-	43,107	(42,828)	-	279
Multiply	-	970	(970)	-	-
Neighbourhood Learning Deprived Communities	-	-	(83)	83	-
NHS Hospital Recruitment Event	-	2,250	-	-	2,250
Place Based Social Action	-	60,675	(60,675)	-	-
Prayer Mats to Gym Mats	-	2,538	(2,538)	-	-
Projects AH	-	5,089	(5,089)	-	-
Social Action Hub	10,507	-	-	-	10,507
Tandrusti Project	-	65,334	(65,334)	-	-
The Space Rastrick	3,584	-	-	-	3,584
The Workshop Income	-	207	(207)	-	-
Thriving Communities Partnership Funding	-	143	(143)	-	-
Together Calderdale Project	-	1,441	(1,146)	-	295
UKSPF - Green Audit	(90)	-	(90)	180	-
UKSPF - Main Contract	-	41,017	(41,017)	-	-
UKSPF - UKSPF Plot to Plate	-	-	(37)	-	(37)
UKSPF - Financial Resilience	-	670	(670)	-	-
UKSPF - Walking Routre	-	220	(220)	-	-
VCS - ESOL	-	17,845	(17,845)	-	-
	420,494	953,087	(942,626)	53,364	484,319

Split:					
Charity	*420,494*	*953,087*	*(942,626)*	*53,364*	*484,319*
Group	*420,494*	*953,087*	*(942,626)*	*53,364*	*484,319*

21 **Unrestricted funds**

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

CHARITY:	At 1 April 2024	Incoming Resources	Resources expended	Transfers	Gains and losses	At 31 March 2025
	£	£	£	£	£	£
General Funds	300,402	4,075,598	(3,888,485)	370,943	-	858,458
Designated - Housing Fund	83,500	-	-	-	-	83,500
Revaluation reserve	1,328,400	-	(63,600)	-	2,200,000	3,464,800
Designated fund-Outback running	-	-	-	42,000	-	42,000
	1,712,302	4,075,598	(3,952,085)	412,943	2,200,000	4,448,758

GROUP:	At 1 April 2,024	Incoming Resources	Resources expended	Transfers	Gains and losses	At 31 March 2,025
	£	£	£	£	£	£
General Funds	894,647	4,263,357	(4,133,636)	-	-	1,024,368
Designated - Housing Fund	83,500	-	-	-	-	83,500
Revaluation reserve	1,328,400	-	(63,600)	-	2,200,000	3,464,800
Designated fund-Outback running	-	-	-	42,000	-	42,000
Pension reserve	-	-	-	-	-	-
	2,306,547	4,263,357	(4,197,236)	42,000	2,200,000	4,614,668

CHARITY:	At 1 April 2,023	Incoming Resources	Resources expended	Transfers	Gains and losses	At 31 March 2,024
	£	£	£	£	£	£
General Funds	260,128	3,421,783	(3,394,645)	13,136	-	300,402
Designated - Housing Fund	150,000	-	-	(66,500)	-	83,500
Revaluation reserve	1,339,200	-	(10,800)	-	-	1,328,400
Pension reserve	(87,000)	-	-	-	87,000	-
	1,662,328	3,421,783	(3,405,445)	(53,364)	87,000	1,712,302

GROUP:	At 1 April 2,023	Incoming Resources	Resources expended	Transfers	Gains and losses	At 31 March 2,024
	£	£	£	£	£	£
General Funds	833,719	3,760,680	(3,712,888)	13,136	-	894,647
Designated - Housing Fund	150,000	-	-	(66,500)	-	83,500
Revaluation reserve	1,339,200	-	(10,800)	-	-	1,328,400
Pension reserve	(87,000)	-	-	-	87,000	-
	2,235,919	3,760,680	(3,723,688)	(53,364)	87,000	2,306,547

Transfers between funds

Transfers between funds represent the movement of year end balances relating to projects that have ended and the closing balances have been agreed with the funder to be utilised by the charity on alternative projects.

22 **Analysis of net assets between funds**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:			
Tangible assets	3,682,228	-	3,682,228
Current assets / liabilities	964,195	63,321	1,027,516
Provisions	(31,755)	-	(31,755)
	4,614,668	63,321	4,677,989

	Unrestricted funds 2,024 £	Restricted funds 2,024 £	Total 2,024 £
At 31 March 2024			
Tangible assets	1,574,389	-	1,574,389
Current assets / (liabilities)	769,243	71,375	840,618
Provisions	(37,085)	-	(37,085)
	2,306,547	71,375	2,377,922

23 **Post Balance Sheet Events**

As noted in the Trustees' Report in page 18, Halifax Opportunities Trust lost the contract to deliver children's and families services, and this provision ended on 30th September 2025. The trustees continue to review the services and projects delivered by the trust and will ensure that it remains committed to family-focused work alongside its other activities.

24 **Operating lease commitments**

	2025 £	2024 £
Within one year	8,304	6
Between two and five years	14,229	17
In over five years	233	235
	22,766	258

25 **Contingent liability**

As a member of a VAT group with its subsidiary company, the charity is jointly and severally liable for the VAT debts of the VAT group members.

26 **Ultimate controlling party**

The charity is under the control of the board of trustees.

27 Cash generated from operations

	2025 £	2024 £
Surplus for the year	94,736	68,243
Adjustments for:		
Investment income recognised in statement of financial activities	(20,267)	(19,840)
Depreciation and impairment of tangible fixed assets	103,264	67,532
Difference between pension charges and cash contributions	-	87,000
Movements in working capital:		
Decrease/(increase) in debtors	124,058	155,759
Increase/(decrease) in creditors	181,109	(116,450)
decrease in provisions	-	(87,000)
Cash generated from operations	482,901	155,244

28 Analysis of changes in net funds

The charity had no material debt during the year.

HALIFAX OPPORTUNITIES TRUST

England & Wales - Charity number 1086183

Accounts

Amended.

Charity registration number 1086183

Company registration number 04089288 (England and Wales)

HALIFAX OPPORTUNITIES TRUST

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

HALIFAX OPPORTUNITIES TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Z A Ali	(Appointed 16 November 2023)
	H J Barber	
	L Burrows	
	R J Craven	
	A Hamid	
	H L Hunter	
	S Hussain	
	T Male	
	G Rhodes	
	R M Sweeney	
Chair	H J Barber	
Vice Chair	R J Craven	
Treasurer	L Burrows	
Secretary	A Haskins	
Senior management	S Nazar	- Group Finance Lead
	J Bell	- Business Centres Lead (Up to 31/5/24)
	A Hussain	- Community Programmes Lead
	C Parkinson	- Children and Families Lead
	F Gilling	- Marketing and Communications Lead (Up to 15/3/24
	M Ciewiertnia	- Quality and Systems Lead
	J Graham	- Chief Operating Officer (Up to 19/8/24)
Chief Executive	A Haskins	
Charity number	1086183	
Company number	04089288	
Service address	Elsie Whiteley Innovation Centre Hopwood Lane Halifax West Yorkshire HX1 5ER	
Registered office	Hanson Lane Enterprise Centre Hanson Lane Halifax West Yorkshire HX1 5PG	
Auditor	BK Plus Audit Limited 52 St Johns Lane Halifax West Yorkshire England HX1 2BW	

HALIFAX OPPORTUNITIES TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Bankers	Unity Trust Bank 9 Brindley place Birmingham B1 2HB
Solicitors	Finn Gledhill 1-4 Harrison Road Halifax West Yorkshire HX1 2AG

HALIFAX OPPORTUNITIES TRUST

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HALIFAX OPPORTUNITIES TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006 and "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)" (effective 1 January 2019).

Objectives and activities

Halifax Opportunities Trust (HOT) has the following objects, which are registered and approved by the Charity Commission:

To promote any charitable purpose for the benefit of the inhabitants of the metropolitan district of Calderdale in the county of West Yorkshire and surrounding areas within a radius of 30 miles from Halifax Town Hall, including but not exclusively the area known as Park Ward in the Metropolitan Borough of Calderdale to ensure the regeneration of those areas for the public benefit of the community, by all or any of the following means:

a) the relief of poverty in such ways as may be thought fit;
b) the relief of unemployment;
c) the advancement of education, training, or re-training, particularly among unemployed people and providing work experience for the unemployed;
d) the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help in setting up their own business or to existing businesses;
e) the creation of training and employment opportunities by the provision of workspace, buildings and/or land for use on favourable terms;
f) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, have need of such facilities;
g) the protection or conservation of the environment;
h) the provision of childcare;
i) the promotion of public safety and prevention of crime; and
j) the provision of public health and well-being activities; and
k) such other means as may from time to time be determined subject to the prior consent of the Charity Commission.

The trustees, in making decisions about planning and delivery of activities, have had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant. The approach to public benefit is described in summary below and in more detail throughout this report.

Halifax Opportunity Trust's purpose as described in its Strategic Plan is 'to work to make a vibrant multi-cultural and self-sustaining community'. In order to achieve this, the Trust and its trading subsidiary (HOT Enterprises Ltd) carries out the following activities:

- provides office space and support for business and enterprise development through two business centres.
- provides opportunities for learning via a range of apprenticeships, ESOL provision, life skills and integration for new arrivals to the UK.
- provides assistance to job seekers by working with employers and through employment support initiatives.
- provides childcare and family support through the Upper and Central Calderdale Family Hubs and other projects.
- provides support for physical and mental wellbeing by running social activities, networks and community groups which encourage socialization and take up of new hobbies and activities.
- promotes community and wellbeing via the Outback community kitchen garden and projects aimed at encouraging active, healthy lifestyles.
- provides community development support via the outreach activities of Community Organisers

The Board reviews the Charity's objectives and areas of operation periodically. For the year under review (2023-24) it is agreed that priority interventions should continue fall into six main areas over the next year:

- Support enterprise, business start-up and growth
- Help local people into employment
- Support and deliver work-based learning
- Support children and families
- Support and promote community and wellbeing
- Support inclusive integration of new arrivals to the UK

The board continues to explore acquisition of new property (to support the areas above and also to support the Trust's sustainability). This includes buildings in which to provide decent housing, deliver community activity and provide space for enterprise.

The trustees believe the strategy for achieving these objectives should continue to be through programme and project delivery primarily using a social enterprise model. This is achieved on either a contracted full-cost-recovery basis or through our own commercial trading operations, thereby allowing the infrastructure of the Charity to be maintained whilst achieving the designated charitable objectives. The Trust does seek grant income to enable the start-up of new projects or initiatives, with the usual aim of ensuring these are self-sustaining via trading once established.

Public benefit

The trustees confirm that they have each complied with their duty under section 4 of the Charities Act 2006 to have due regard to the guidance on public benefit published by the Charity Commission when carrying out their role and duties.

HOT operates in disadvantaged areas, providing multiple economic, social and environmental benefits to individuals in those areas. The trustees believe that public benefit has been achieved through the provision of support to local businesses, individuals, community members and families via this diverse programme. This has provided multiple economic, social, and environmental benefits to the individuals reached by the Charity's activities. Details of our support are set out in this report.

The Charity's main programmes, projects and services are:

(1) Support enterprise, business start-up and growth
This is mainly achieved through the Trust's trading subsidiary company HOT Enterprises Ltd, which runs Hanson Lane Enterprise Centre (HLEC) and Elsie Whiteley Innovation Centre (EWIC). EWIC provides office space and meeting rooms and HLEC provides light industrial units and a smaller amount of office space. The Trust offers an 18 month grant to start up and early trading businesses which subsidises their rent. The business centres also act as a focal point for physical regeneration and community cohesion in Park Ward, with a regular business networking event being held at EWIC.

(2) Help local people into employment
The Trust provides practical, holistic and creative support to people looking for employment, especially those who are disadvantaged in the labour market. The Trust provides this through a key worker model which enables support to be customised around an individual's needs and delivered on a one-to-one basis. An important part of the service is pro-active engagement with local employers to source vacancies to assist unemployed people back into work.

(3) Support and deliver work-based learning
Halifax Opportunities Trust is a well-established learning provider in West Yorkshire, delivering work-based apprenticeships. We are currently working with a range of employers including primary and secondary schools and childcare providers across West Yorkshire offering qualifications in learning support, early years and business administration. Our apprenticeship provision is directly registered with OFSTED and we are accredited with the Matrix standard.

(4) Support children and families
HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. The services are run from five neighbourhood Family Hubs and also from local community venues. The Hubs are busy and informative venues and are well used by parents in the community. The Hubs support families in many ways helping them improve their health, parenting, employability, their education, family safety and provide excellent childcare. For part of the year under review, the Trust also ran its own nursery (Little Gems) which was based at Hanson Lane Enterprise Centre and was closed in July 2023. All nurseries run by the Trust have received Good or Outstanding inspection results from OFSTED.

(5) Support and promote community and wellbeing
Health and wellbeing outcomes for residents of Park Ward and other areas where HOT operates compare badly with those of the more prosperous parts of the borough. In response to this inequality, HOT has increasingly been delivering activities which help improve social connections, nutrition and physical activity. Many activities run via the Family Hubs educate parents and families about breastfeeding and healthy eating. In addition, the Trust runs a Staying Well programme aimed at adults in the community, especially those who are experiencing isolation and loneliness as a result of their age, mild mental ill-health or limiting medical conditions. The Outback community garden and kitchen helps people connect via gardening and healthy, nutritious food. The Trust also carries out 'greening' activity at its Family Hubs and business centres, by planting flowers, vegetables and fruit to create pleasant environments and contribute positively to these community settings. Finally, we have an ambitious plan to bring a well-loved local community centre back into use and to purchase empty properties to refurbish and bring back into use as family homes.

(6) Support inclusive integration of new arrivals to the UK
Calderdale has a long and proud history of welcoming new arrivals into the borough. HOT supports this by delivering ESOL courses, embedded within an inclusion approach which enables new arrivals to learn how the UK functions. This includes access to public services; history & heritage; government; culture & leisure; and social activities.

Achievements and performance

Specific activities and achievements from April 2023 to March 2024 for each objective are described below. In addition to the information provided under each thematic area of work. This year we are focussing the review of activities on our Community & Wellbeing and Inclusive Integration work, with briefer information about the other areas of our charitable activity.

(1) Support enterprise, business start-up and growth

As at April 2024, Elsie Whiteley Innovation Centre and Hanson Lane Enterprise Centre both had occupancy levels of 90%, which meant that both were meeting marketing targets. HOT Networking, our free business networking event continued to run successfully over the year, covering topics such as 'Looking After Your Team'; 'Perfect Your Pitch'; 'Getting Paid on Time, Every Time'; and 'Overcoming Presenting Nerves'. Each session attracted around 20 networkers.

(2) Help local people into employment

The Employment Services team has faced a challenge over the reporting period due to a difficult funding landscape. These challenges directly impacted the team's capacity, with two staff members being made redundant, leaving just one employment advisor to deliver our services. Despite this reduction in staffing and the resulting pressure on resources, we have continued to provide vital support to individuals seeking employment.

Although the reduction in staff has inevitably affected our ability to maintain previous levels of support and employment outcomes, we are proud to report that we have still managed to support over 100 individuals, with 39 successfully moving into good quality & sustainable employment and more into training & education. This demonstrates the resilience of the team and the importance of the services we provide, even under constrained circumstances.

Despite delays, we have made progress in establishing the necessary processes for the Youth Mentoring project, including the recruitment, training and matching of 9 Mentors to their Mentees. The project aims to support younger people from The Halifax Academy through matching them with professional mentors from across the region. Securing additional resources to enable this project to continue remains a key focus.

Unsurprisingly, given the information above, other key management activity has been to secure further funding to ensure the sustainability of our minimised team. Current capacity has been protected and opportunities to expand explored, so that we can once again meet the ongoing demand for our services more comprehensively.

While the past year has undoubtedly been challenging, the Employment Services team has remained committed to its mission of helping individuals secure meaningful employment. With continued efforts to secure additional funding and resources, we are confident that we can rebuild and expand our team, ensuring that more people are supported on their journey to employment in the coming year.

(3) Support and deliver work-based learning

The highlight of 2023/24 was the achievement of an Ofsted 'Good' grading in a full inspection which was conducted in November 2023. To enable this, the Apprenticeship provision focused on key quality improvements, employer engagement and collaborations with large locally-based businesses. We also continued to build positive partnerships with local businesses which provided levy transfer funding to enable local SMEs and charities to recruit apprentices. As of April 2024 we had 68 learners on provision and a steady completion rate, including significant numbers of apprentices achieving an 'Outstanding' grade. The qualifications offered by HOT include Level 3 Business Admin, Level 2 Early Years Practitioner, Level 3 Early Years Educator, Level 5 Early Years Lead Practitioner and Level 3 Teaching Assistant.

(4) Support children and families
HOT has developed and delivered a range of community-based services for families with young children in Calderdale for over 21 years. These services, operating from Family Hubs (previously known as Children's Centres) and community venues, have mostly been delivered in partnership with Calderdale Council via contractual agreement. During the year under review, the Trust worked closely with CMBC and other partners to establish and progress the work of the Starting Well Board and the launch of Family Hubs on 12th September 2023 at Jubilee Family Hub with 240 individuals attending.

The Family Hubs provide a one stop shop' for families, bringing together all the support a family may need from pregnancy to young people turning 19 (or 25 for children with Special Educational Needs and Disabilities). This is done by supporting families with:

- The challenges of becoming a new parent
- Building loving and responsive relationships
- Infant feeding
- Speech and Communication
- Play at home
- Access to support services for young people
- Activities such as baby massage, baby groups and stay and play sessions
- Peer support for parents and carers including dads and partners and those families with children who have SEND needs
- Increased access to digital resources and information.

During 2023-2024:

- 4731 families were provided with advice and support
- 2072 families were signposted or given advice about family life issues
- 1473 families attended our universal groups
- 509 families have accessed our holiday activities for families with children aged 0-8 years old
- 594 people have been supported to understand the benefits of breastfeeding and supported to maintain this
- 847 dads/male carers have accessed services
- 127 children accessed one of our 3 nursery settings (Todmorden, Siddal and Jubilee)
- 62 people have received specific advice and support around their mental ill health
- 46 families have received specific speech and language support/advice
- In Q3 we piloted a group to support families around neurodiversity. In Q4 we successfully engaged with 5 such families. Parents commented that attending was "like having a lightbulb moment" in understanding their children. Neurodiversity training has also been delivered to 28 staff.
- 95% of families felt that by attending the Family Hub Services their parenting skills had improved
- 87% of families reported that by attending Family Hub Services their family's health and wellbeing had improved
- 89% of families reported that by attending Family Hub Services, their child's development had improved and they were developing the skills required to be ready for school.

(5) Support and promote community and wellbeing
HOT runs a range of projects and activities under this theme. One of our key programmes is called Staying Well which we have run for 8 years, working collaboratively with local partner agencies and community members promoting wellbeing and social activities in Halifax and surrounding areas. In January 2024 we launched the Apna Staying Well HUB at Hanson Lane Enterprise Centre with new activities that have been coproduced with participants who attend the HUB. Apna is a word used in many South Asian languages to describe "my own" or "our own". The idea was to give local residents a feeling of something that belongs to them and to use the community space where they feel safe and build on social connections. We have received positive feedback since the opening of our new space with many community members reporting feeling welcomed, happy and being a part of something positive. Staying Well supports people by providing people with individualised support and group-based activities. In the last year we have supported around 115 individuals via one-to-one interventions. Staying Well groups and activities include:

Arts Group and Knit & Natter

The group participants regularly attend the weekly sessions and have built social connections with one another. Participants feel an integral part of the group and provide each other with emotional and practical support and guidance. The groups give participants a sense of belonging and something to look forward too. Many participants report feeling safe, protected and welcomed. As this is a diverse group of different religions, faiths, cultures and beliefs it allows diverse cultures to come together and promote cross-cultural awareness.

Yaadein (reminiscence) Group

The Yaadein Group have been going for walks on Wednesdays regularly to the Outback garden, People's Park and Savile Park. The group are really keen to participate as the physical activity lifts their mood. Visits to the Outback have been particularly successful and Yaadein group participants have shown an interest in gaining access to a plot to grow their own fresh produce. The group also visited the beehives at The Outback and were fascinated in the honey-making process and are looking forward to sampling the honey once it has been collected. The group also really enjoy learning about the growing conditions/process in the greenhouse and how this enhanced growth of the tomatoes, aubergine and cucumbers in comparison to the environment outside. Some participants wish to volunteer at the Outback to promote their emotional and physical wellbeing.

Halifax Minster Summer Festival (Tea dance)

Staying Well participants were invited to the annual Summer Festival at Halifax Minster which was aimed at people that are lonely and isolated. The event included afternoon tea, music and dance and enabled Staying Well participants to get to know other members of the community who attended the event.

The dancing was popular and pushed individuals out of their comfort zone but increased their confidence and emotional wellbeing. Also, for many participants it was their first social outing post-Covid. For many individuals it was their first time at the Halifax Minster. The Summer Festivals was culturally inclusive therefore it was welcoming for all.

Tandrusti Project

The Tandrusti project raised awareness in the Park Ward community about diabetes and the health risks associated to diabetes. We successfully did this by:

- Promoting positive life-style changes that will mitigate the risk of developing Type 2 diabetes.
- Professionally challenging the misconceptions and myths in relation to diabetes that are common in the South Asian community and to educate the facts about Type 2 diabetes.
- Developing strategies and interventions working with the community to prevent and manage diabetes – tailoring the delivery and interventions to meet the specific

The South Asian community are particularly vulnerable to developing type 2 diabetes. It is estimated by Diabetes UK that life expectancy of a person with type 2 diabetes is likely to be reduced by 10 years.

The Tandrusti project delivers both practical and theory-based diabetes awareness and prevention sessions. The theory-based model is via an interactive presentation that is visually stimulating and works for individuals at all levels of English language. The practical sessions are in collaboration with the Outback where there is a 'show me' session where South Asian cuisine dishes are cooked in a healthier alternative way to promote healthier lifestyle choices.

During the period of April 2023- April 2024 the Tandrusti project engaged 101 BAME women from Park ward running diabetes awareness sessions at various locations in Park Ward and beyond within Calderdale. A number of people are now active as diabetes champions within the community and have made positive lifestyle changes.

Tandrusti Case Study

Seema was diagnosed with type 2 diabetes one year ago. She experienced symptoms such as weight loss, feeling tired and frequent passing of urine. After seeking medical help, Seema received a HBA1c blood test, which indicated that her sugar levels were too high and led to her needing insulin for six months. Due to her health Seema was struggling and wanted help and support with steps to improve and manage her diabetes through diet and exercise. "When I was diagnosed with Type 2 diabetes I knew I have to make some changes."

The Tandrusti diabetes workshops are delivered at HOT sites, Hanson Lane Enterprise Centre and the Outback Community Kitchen and Garden. Seema became aware of the workshops through her English classes that she attends at Hanson Lane Enterprise Centre.

Seema was very keen to attend the workshop because they are delivered in the relevant language she speaks, which is Mirpuri. Previously, she struggled to understand the advice she was given due to her language barrier and it was too clinical. She wanted advice that is culturally tailored.

When Seema attended the Tandrusti diabetes workshop she started to engage and interact with other participants confidently. She talked openly about her condition and how it has affected her life. For Seema, the workshop motivated her to improve and manage her diabetes through diet and exercise. She has given up sugar in her hot drinks, given up fizzy drinks, reduced carbohydrates, has more fruit and vegetables. She also uses olive oil, has more protein and grilled food in her diet, as well as being physically more active, walking five miles a day. Seema is motivated and has the willpower to manage her diabetes through lifestyle changes such as diet and exercise. Through the workshop Seema has also become more aware that making a few simple changes in her lifestyle can help to avoid the serious health complications that diabetes can cause, such as nerve, kidney and heart damage. She also highlighted that due to the higher risks for South Asian people, it is important from the age of 25 to get tested for a HBA1c. She now says: "I strongly advise anyone from a South Asian background to get tested for Type 2 diabetes once they are 25. Knowing the risks and how to manage them through lifestyle can make so much difference and prevent Type 2 from developing."

The Outback Kitchen and Garden

Our other main wellbeing activity is our beautiful community garden and kitchen called The Outback. Due to ongoing demand from local communities, in 2023-24 we expanded and increased health and wellbeing focused activities at the garden. Funding from the NHS Creative Minds programme enabled us to offer 3 Gardening for Wellbeing courses providing opportunities for people accessing community mental health services to engage in nature based and gardening activities to improve wellbeing. We were also successful in our application to the D'Oyly Carte Foundation for a grant to deliver social and therapeutic horticultural sessions. Facilitated by our Community Gardener, these sessions used gardening and seasonal outdoor activities to help people improve their mental health and reduce isolation, with a particular focus on engaging with people who were disadvantaged and/or vulnerable.

We collaborated with our colleagues in other HOT teams and the Outback hosted some large community events during the year, including HOT's 21st birthday party and a Refugee and Asylum Seeker celebration, along with hosting some smaller scale workshops and sessions. Among these were gardening activities for the Moving Forward Together project, the Tandrusti team's practical cooking sessions and forest school sessions for the Fun 4 Youths group.

An Active Calderdale grant enabled us to improve signage and pathways around the garden and the create a wellbeing walk. The aim of the project was to encourage more local people to access the Outback to increase their levels of physical activity whilst being in a safe and welcoming community green space. We also used a Calderdale Council Small Grant to install an off-grid solar energy kit into the Hive room to make it a more usable space and it has now become the base for our Park Ward Pollinators community beekeeping project.

The cost of living crisis continues to have a significant impact on people living in the area and there is still a high demand for food support. Having provided a free weekly takeaway meal for the local community since September 2020, we wanted to move to a more sustainable and choice-based model of food support. We worked alongside people from Park to establish our Outback Community Pantry – a weekly service offering basic pantry items at affordable prices. The pantry is staffed by local volunteers with support from our staff team, helping to empower people to play an active role in finding solutions to the challenges they face. By the end of 2023-24, over 40 local households had signed up to be members of the Community Pantry.

Volunteering input into maintaining the garden remained strong with 26 regular volunteers. Our weekly kitchen and garden volunteering sessions are friendly, welcoming and open to all and our community kitchen and garden team create a supportive and nurturing environment, helping to build relationships and social connections across different groups of people. Through volunteer support we have built more compost bays, installed solar power to the Hive, repaired and renovated all veg beds and maximised growing space throughout the garden. The pop-up seasonal fruit and veg shop had its most successful year with 100% of all produce grown being sold at affordable prices to the local community.

We continue to build local partnerships to enable a wide variety of people of all ages to benefit from the Outback and in 2023-24 we hosted regular visits from 3 local schools/pre-schools, Calderdale College, Healthy Minds, the local childminder network and the Calderdale Council Portage Team.

Outback Case Study
Outback garden volunteer AB lives on his own locally. AB was looking for opportunities to keep him busy and active and when he found out about the Outback, he thought he would give it a try. Due to illness AB has lost some mobility, but our Community Garden team have welcomed and worked alongside AB to ensure that he has a range of jobs he can get involved with to help him get the most out of his time in the Outback. AB says:

"I live on my own and although I have always been active having had cancer twice I have recently become an old man very quickly. I push myself at every opportunity to try and regain the movement that I enjoyed in my youth, hence working at the Outback. I look forward to the Tuesday and Thursday volunteering sessions working with likeminded people who inspire me to carry on. The Outback has been a godsend".

Queens Road Neighbourhood Centre
Significant progress on this ambitious project was made during the year. Calderdale council cabinet agreed to the asset transfer of the building to HOT, and significant grant funding was secured from the Architectural Heritage Fund and UK Shared Prosperity Fund which will pay for specialist VAT advice, bid writing, project management support and architectural/professional fees. An initial Expression of Interest was submitted to the National Lottery Heritage Fund which, if accepted, will pave the way to a Development grant bid to progress the project to the next stage of delivery.

Housing
HOT purchased its first house which was both an investment decision by trustees and also fits with HOTs charitable objects to support local people. The house has been leased for 10 years to a local charity, which will manage the property and have placed a vulnerable family into the accommodation.

Community Organising
2023/24 has been another busy year for HOTs Community Organisers (COs), through our Place Based Social Action project, funded by the National Lottery Community Fund. As an established and important arm of the Community and Wellbeing team. CO's encourage people from the local community to bring positive change to their neighbourhoods. A key activity over the past year has been to galvanise local people to attend ward forum meetings. Past meetings saw only a few of the same residents attending. Now the ward forum regularly attracts between 30-50 local residents per meeting to have a say on their local community and hold elected members, the police and other services accountable for what is happening in the local area. The CO's have been active across various projects at HOT and are often the first point of contact for other agencies wanting local engagement. We support finding raw data and ensuring that the local voice is part of establishing a understanding of what's relatable and beneficial. This was well demonstrated when the community organisers were asked to do a large piece of work regarding People's Park which helped provide vital information towards establishing a committed Friends of People's Park group. The COs also supported consultation around a Community Arts trail, helped to link the launch of HOTs new Apna Staying Well Hub to the wider neighbourhood and encouraged local residents to become involved with The Outback community garden, to the point where there is now a waiting list for garden volunteers! The COs have built really productive connections with various other local initiatives. Examples include Halifax Central Initiative, especially around seasonal events such as Ramadan, Eid Easter and Bonfire night; Culturedale, to inform larger community celebration events within local parks and community spaces; and engagament with Playzones.

(6) Support inclusive integration of new arrivals to the UK
This year marks the most extensive rollout in the history of our ESOL and Integration provision to date. We significantly expanded our reach, delivering services to a record number of participants throughout this past year. Alongside existing contracts, HOT was awarded two new ESOL & Integration programmes designed not only to improve English language skills but also to facilitate long-term social, economic, and personal growth for learners. Through facilitation of language learning with holistic support services, the programmes have helped empower individuals to become active, self-sufficient members of the local communities, leading to lasting impacts on their quality of life.

This expansion reflects our commitment to meeting the growing demand for ESOL and integration services, ensuring that more people have the opportunity to benefit from our service delivery.

This year's post-integration delivery has had a transformative impact on participants, fostering meaningful improvements in both individuals' lives and the community. Through targeted support services, participants have acquired qualifications & many learners have successfully secured employment. High numbers of learners have also reported enhanced social integration, as reflected in increased involvement in local community activities and volunteer work. Additionally, a high proportion of learners have successfully progressed to further education, equipping them with skills for long-term success. These outcomes illustrate the significant and lasting benefits of post-integration initiatives & innovative curriculum design.

Our focus has remained in maintaining our commitment to making language and integration support accessible to individuals that face barriers to participation (focussing on women in particular). Being able to successfully reach out to isolated individuals, newly arrived migrants, refugees & marginalised communities has enhanced the reach of HOT's services.

The increased number of contracts have enabled us to enhance programme impact by bringing language support closer to the communities that need it most through alleviation of barriers resulting in higher engagement rates. Additionally, the program has strengthened local networks by fostering partnerships with local stakeholders that has introduced more specialist input for our learners. Programmes delivered are as follows:

CAL – Calderdale Adult Learning Continuation of our partnership with the LA to deliver accredited/non- accredited ESOL & Digital skills. Despite challenges in mainstream eligibility criteria to access CAL provision, we successfully delivered Year 2 of our contract to multiple groups of new learners.

CAL Functional Skills Maths provision Another highly successful year of partnership working to deliver Maths to individuals expressing interest in Numeracy learning. High numbers of diverse groups enrolled onto the programmes & were successful in achieving Level 1 & Level 2 Maths qualifications.

CAL Multiply programme Successfully delivered Year 2 of the newly introduced initiative to engage individuals that are furthest away in learning & support uptake in basic Numeracy learning with a view to equip individuals with Numeracy skills in order to strengthen parental input in children's learning as well as improving prospects for economic participation.

VPRS -Vulnerable Person's Resettlement Scheme Continuation of our contract to deliver ESOL/Integration & Employment support to all individuals that are on the Government Resettlement Scheme. All learners have significantly improved their language acquisition, improved social networking, increased their confidence levels & have demonstrated adaptation to life in Britain. All learners participated in the enrichment activities throughout the year, evidencing commitment to learning & contributing to diversity & multi culturalism in Calderdale.

Innovation Fund A new initiative commissioned by Calderdale council in promoting language learning, strengthening community cohesion & addressing gaps in local services. A customised curriculum was designed to address local women's needs to specialist services, incorporating context-specific topics such as navigating local services, employment opportunities and cultural integration activities.

Maximus A pilot ESOL & Employability programme to support individuals in improving English language skills to improve chances of securing employment.

ESOL Partnership Forum is a council-facilitated forum created to bring together all Calderdale ESOL providers in mapping local need & identifying gaps in local area. HOTs Inclusion & Integration Manager attends to support the strategic development of localised ESOL delivery.

Exams All accredited programme areas have seen excellent results with all learners achieving qualifications. This has further developed confidence & motivation of learners to progress onto higher levels.

CultureDale is a creative celebration of Calderdale council's 50 years of service delivery. Based on popular demand, HOT facilitated two highly successful community cultural events (Chand Ali Khan Qawwali & Brunch with Lala Qadeer). Both events were well attended & fantastic feedback was received regarding HOT's contribution to local culture & heritage.

Active Calderdale A series of workshops delivered to ascertain physical activity levels & promoting the Active Calderdale initiative.

An important aspect of HOTs inclusion provision are the enrichment activities that enable participants to better understand the UK way of life and how society operates. In the year under review, the following took place:

Houses of Parliament visit Our annual visit where learners have the opportunity to broaden their knowledge of UK Parliament (learn about the House of Commons & House of Lords in addition to exploring selected London sites). Learners were fascinated to sit in the public gallery listening to live debates!

Bridlington visit An opportunity for learners to visit the wider UK geography/landscape & for many a first-time experience of experiencing life at the seaside.

International Women's Day celebrations HOT collaborated with Park Community Initiative in bringing together local women & celebrating IWD Error in formula ->#inspireInclusion<- & Error in formula ->#investinWomen<-.

BBC Make a Difference Last but not least, a highlight for the year was Halifax Opportunities Trust's Inclusion & Integration Manager winning the prestigious BBC 'Make A Difference Award' in the 'Together Award' category through her work with migrants and refugees at Halifax Opportunities Trust. The ceremony was held at the Leeds Royal Armouries, on 30th September 2023.

(7) Leadership, governance and central support functions

Governance

Underpinning the outward-facing work of the Trust is a central services team and a board of trustees whose role is to ensure that the leadership and operational aspect of HOT is of high quality. During the year under review, one new trustee, Zohaib Ali, was elected. In addition to being a local resident, Zohaib brings HR experience to the board. Trustees underwent 'bite-size training' at their board meetings on the following subjects: political campaigning; apprenticeship provision; safeguarding. A full skills audit was also carried out, which will inform the training programme for 2024/25. This ensures that trustees are fully aware of their legal duties and the specific issues that they need to focus upon. The tenure of trustees was reduced to 9 years (from 15) to better meet best practice and governance guidance from Companies House

Staffing and professional development

As at 31st March 2024, HOT had 178 staff, 88% of whom are women and 36% of BAME heritage. Staff stay at HOT for around 7 years, which means we are successful in retaining staff members. Key developments during the year include the introduction of an improved HR dashboard. This is an important tool to help make informed decisions and support staff development. The HR dashboard is broken down into individual areas of the business and is the most efficient way to monitor, manage and track data, extract valuable insights and create a plan for the future from a strategic level/perspective. The workforce quarterly report provides the opportunity to explore and discuss issues identified from analysis of the data arising from the organisation's workforce transactions. The indicators represented in this report gives SMT an instant view of selected trends over the last year to see the wider picture of what is changing in the workforce. We re-established the Employee Forum which has a new name of Hear Our Thoughts (HOT). The aim of the Employee Forum is to provide a two-way communication process, involving and engaging employees through consultation and enabling them to contribute to the success of the business.

Quality assurance/systems and processes

In November 2023 the Trust was accredited with the Contractors Health and Safety Assessment Scheme (CHAS) having demonstrated compliance with and sound management of current health and safety legislation. In December 2023 HOT successfully secured accreditation for Cyber Essentials. The certification demonstrates we have robust data security measures and gives our clients, partners and staff the confidence and assurance that we are working to a recognised level. In March 2024 HOT secured Matrix accreditation for Apprenticeships and Employment provision and (for the first time) for our Children and Families provision.

Marketing

2023 marked our 21st anniversary, and we implemented a strong campaign which celebrated our impact over the past two decades. More importantly it gave us an opportunity to commemorate and acknowledge the individuals who have contributed to the achievements of the Trust. Our 21st Birthday celebrations drove a lot of the marketing activity for 2023, not only in what the Trust communicated, but in its strategic vision for the next 21 years and beyond. A new website was developed and launched, which places emphasis on providing dynamic information about the Trust including a calendar of events.

Future Commitments

The Children's Centre contract forms the major source of future commitments/liabilities for the Charity, in relation to the defined benefit pension scheme for TUPE'd staff who were originally employed by Calderdale council. The current contract is due to finish on 31st September 2025. HOT has met the level of required pension contributions since it took on the contract in 2014 and therefore has met all its obligations in terms of keeping the scheme adequately financed. As at 31 March 2024 under the FRS 102 (LGPS funded benefits) disclosure requirement, the Charity has recognised a much-reduced pension liability on the balance sheet of £82,000 in relation to the Children's Centre contract (see note 19 of the financial statements for further details). This is the difference between the fair value of the assets and the present value of the defined benefit obligation as valued under FRS 102 and using the assumptions presented to the Trustees in the actuary's report.

The FRS 102 deficit shown as at 31 March 2024 is a snapshot at a point in time and the deficit disclosed in our accounts is not reflective of our ongoing obligations under the Scheme. These are assessed every 3 years as part of the triennial actuarial valuation process. As at the last actuarial valuation carried out as at 31 March 2022 we were 104.9% funded, with a surplus of £188,000. We are also defined as a 'subsumption body' in the Scheme which reflects a guarantee provided by Calderdale Council which means that should we exit the scheme at any point any liability due would be picked up ("Subsumed") by the Council. The Trust will continue to make contributions at the agreed rate to fund the pensions being built up.

Financial review

he Group is reporting net operating income of £68,243 for the year ended 31 March 2024, before taxation and movement on the pension scheme.

Following recognition of taxation and the actuarial movement on the defined benefit pension schemes, the Group is showing a total net income position of £134,453.

The Group receives funding from a range of sources including local and national government contracts, local and national government grants, grant income from Trusts and Foundations as well as generation of its own income via its subsidiary company. The Trustees have adopted diversification of income streams to mitigate the risks around sustainable income sources.

Details of the specific grants received by the Group are included in note 3 of the accounts and the results of the trading subsidiary are included in note 15 of the accounts. The income sources of the Charity's restricted funds are included in note 20 of the accounts.

Amended accounts

The pension scheme has a net pension asset of £82,000 at 31 March 2024. This is not recognised in these accounts, in line with FRS102, on the basis that the asset is not recovered by reduced contributions or refunds to the plan. The original financial statements incorrectly included a net pension liability of £82,000 at 31 March 2024. The revised financial statements replace the original accounts, are now the statutory accounts and are prepared as they were at the date of the original accounts

Going concern

Based on a high level of secured contractual and grant income and free reserves of £894,647, the Trustees are confident that Halifax Opportunities Trust can continue as a going concern.

Reserves policy

Reserves are required by the Charity because there is a need to match variable future income with fixed commitments, grants are often received after the relevant expenditure has been paid out, and the Trust at times supports certain projects beyond the life of specific funding or bridges between contracts. The policy agreed by the Board of Trustees is described below:

The HOT Board have agreed to determine the target level of reserves using the following approach:

50% of all non-Children's Centre salaries PLUS all current contractual payment commitments. The reserves levels will be reviewed each year when budgeting is being carried out and will therefore fluctuate as salary costs increase/ decrease and contractual commitments increase/decrease. Based on this Policy, the target level of reserves for 2023/ 24 will be £646,422

Unrestricted reserves as of 31st March 2024 were actually £2,306,547. In 2022 trustees designated £150,000 reserves towards the purchase of empty properties in Park ward. £66,500 has since been spent from that designated reserve and so £83,500 is still designated to that purpose. A revaluation reserve is held to recognise the valuation of charity property, this totals £1,328,400. The remainder of £894,647 are general reserves to support the ongoing operation of the charity.

Investment policy

Under the Memorandum and Articles of Association the trustees have the power to make any investment they see fit. During the year under review the trustees have chosen to hold the surplus funds of the Charity in the bank account with Unity Trust Bank PLC. These are held in current accounts in order to facilitate the day to day operations of the Charity. £623,458 of the Trust's funds are held in an interest-bearing current account with Unity Trust Bank in order to maximise income from the Trust's surplus funds and to meet the fiduciary requirement of the trustee board.

Plans for future periods

(1) Support enterprise, business start-up and growth

Since April 2024 there has been a drop in occupancy at our business centres and so we have reset targets to improve occupancy at both sites through a plan of inward investment to maintain and improve the sites and remain the local market leader in office and conferencing space. We are also reviewing our operational systems and staffing structure for both sites to ensure excellent provision for tenants and conference attendees.

(2) Help local people into employment

We continue to engage with potential funders, develop partnerships, and advocate for the importance of employment services within the VCS sector. Our aim for the next period is to secure the resources necessary to not only maintain our services but also to expand them in response to growing community need, including the delayed implementation of the Youth Mentoring project.

Priority 1: Youth Employment in Park Ward & wider Calderdale

Supporting young people into employment remains one of our highest priorities. This focus is especially critical for areas like Park ward, where youth unemployment rates continue to exceed local and national averages. The economic and social challenges faced by young people in this community have only been exacerbated by the current funding crisis, making it even more urgent to address the barriers they face in accessing sustainable employment.

In response to this need, we are actively exploring partnerships with local funders, businesses, and community organisations to develop tailored projects aimed at empowering young people in Park Ward. These projects will focus on building essential skills, offering mentorship, and creating pathways into employment for those who are often left behind in traditional job markets.

While our Youth Mentoring project remains a key component of this strategy, we recognise that a broader, multi-faceted approach is needed to make a significant impact. This includes not only securing funding for the mentoring programme but also developing targeted initiatives.

Priority 2: Expanding Support for a Diverse Client Base

In addition to our focus on youth employment, a key priority for the coming year is to continue providing tailored support to people across a wide demographic range. Our services are designed to meet the needs of individuals from various backgrounds, including long-term unemployed adults, older workers facing career transitions, individuals with disabilities, and people from ethnic minority groups, all of whom may experience unique barriers to entering or re-entering the workforce.

To ensure that we can continue to meet the diverse needs of our community, it is essential that we expand our team. Currently, with only one employment advisor, our capacity to provide the holistic, personalised support that is necessary has been stretched thin. This limits our ability to reach more clients and deliver the comprehensive services we strive for.

(3) Support and deliver work-based learning
Key future activity includes:

- Programme development and further growth to achieve financial independence and stability
- Plan to increase provision in the following areas – Customer service, Team Leader and Leadership & Management
- To continue to develop quality sustainability growth in line with Sustainability Through Skills approach to achieve a path to a greener society and network with colleagues from the skills sector
- To alternative ways of employer engagement to provide a high quality experience for leaners and employers
- To continue to work with local employers to tackle skills shortage in the early years sector
- Introduction of new staff posts to expand the skills mix of the team

(4) Support children and families
We anticipate that the service will be retendered during the coming year with initial indications that the current contract lots will be restructured to create pan-Calderdale provision. We are therefore preparing for a possible tender submission.

In terms of the current contracted service, which is in place until September 2025, these are some of the key areas of activity over the coming year for this service:

Level 4 Understanding Autism – a course delivered and funded by Calderdale College in Q1 24/25 in Todmorden for parents and anyone working with children.

Support Along the Spectrum – to continue to deliver this support group for families with neurodiverse children and to expand training to more partner agnecies.

Wellbeing Group - A working party was established to gather feedback about how this course can be improved following feedback from the pilot session. After consulting with parents, the program was amended, and will be delivered during Q1 24/25. This will offer support needed in this area to our open cases, and cases awaiting allocation for Family Support & Outreach.

Breastfeeding Group at Todmorden Health Centre – due to high demand for 1:1 breastfeeding support the group time will be extended to allow enough time for support to be offered.

Tots Talking – an 8-week programme to improve 2 year old language skills supported through the ICan Foundation. The sessions will run weekly with small groups of 6-8 parents and children at risk of delayed language. The Early Years Team have now all been trained in how to facilitate these sessions.

Literacy Trust Events - Funding from the National Literacy Trust to work in partnership with North Halifax Partnership, to deliver 5 sessions to help to support and improve speech and language levels across Calderdale. The events will be delivered by Story Trails, who deliver interactive stories which encourage imagination and creativity. This will take place in Q1 24/25.

(5) Support and promote community and wellbeing
Key future plans are as follows for this area of HOTs work:

Calderdale Cancer Aware Project
HOT (Staying Well Central Halifax) is leading a cancer awareness project developed in partnership with Macmillan. The project aims to empower and support BAME residents of Calderdale by enhancing their understanding and knowledge of cancer, promoting earlier diagnosis and treatment. This initiative is one of only 12 projects funded nationally by Macmillan and will receive support for three years. Based on community engagement and insights gathered by HOT, the project has influenced the national Macmillan model to better reflect the needs of Calderdale. It will actively promote awareness of various types of cancer, symptom recognition, and screening services through a series of cancer awareness workshops, outreach activities, and published literature. The project will also run cancer awareness campaigns, debunk misconceptions, and address taboos and stigmas, providing culturally sensitive and accurate information. The project is currently being finalised and expect to be rolled out in June 2024.

Secure Staying Well
The Staying Well service has been delivered collaboratively by three community anchor organisations across Calderdale, as follows:

- Halifax Opportunities Trust – Central Halifax
- North Halifax Partnership – North Halifax and Lower Valley
- Hebden Bridge Community Association – Upper Valley

Initially launched as a pilot project in 2014, the service has been renewed annually by Calderdale Council. Following extensive discussions and consultations, the Council has now decided to commission the service for a longer term, potentially up to five years. This is a positive development for the service, with the commissioning process expected to begin around May 2024.

The Outback
Securing longer-term funding to help cover core costs, salaries and rising utility costs remains a priority for 2024-25. We will also explore opportunities for corporate sponsorship of the Outback. We want to increase footfall to the kitchen and garden through the provision of a wide range of wellbeing, gardening and cooking activities. We plan to inspire more people to build a stronger connection with the natural environment so that they make everyday changes in their lives to take action to protect it.

Queen's Road Neighbourhood Centre
Key activity for the forthcoming year is to secure project management support through a competitive tender process and to ensure our EOI to the National Lottery Heritage Fund is successful. We will also enter into a formal partnership with Calderdale council to progress the project until HOT takes on the leasehold for the building. This is an ambitious capital project requiring external finance and specialist advice, therefore a robust, steady, risk-based approach is being taken.

Community Organising
As community organising is predicated on what emerges from the local community, it is harder to have set plans about what will happen in the future! However, the two Organisers are in place for one more year and we plan to secure funding to keep capacity in place as organising is so important to HOT's work with the local community. We have had positive feedback from funding partners and so hope to secure our team for 2025 and beyond.

(6) Support inclusive integration of new arrivals to the UK
Our aim is to continue with our efforts to seek funding solutions that help sustain our delivery in order to fully meet the growing demand for English language & integration support. Limited financial resources would create huge challenges & risks & restrict the number of participants we can engage as well as reducing the geographic reach of our services. Addressing these financial limitations is essential for sustaining and scaling up the services to meet the evolving needs of our communities. We would as always like to remain optimistic in continuing to offer more comprehensive integration support so will focus on sustaining our contracts & explore new initiatives.

(7) Governance, Management and Central Services

HR
We will be reviewing the full life cycle of recruitment including sourcing, screening, employing and onboarding/ induction with a view to:

- Drive an increase in quality applicants per vacancy. We currently have either a low number of applicants or a high number of unqualified/poor candidates
- Reduce the time-to-hire – reduce the number of days between advert posting to day one in role.
- Reducing our cost per hire – we will look at attributing a current average cost and look to reduce this, setting a realistic percentage reduction.

We will also be implementing a Performance Management Module into Cezanne (our online HR system) which will streamline our current performance management process. This will support efficient leadership ensuring that we accurately record the performance of our employees and it will enable leaders to quickly identify and manage performance issues as well as helping to identify and support succession planning for future leadership positions and other career advancement opportunities.

Marketing
The focus for marketing in the coming year is our business centres and apprenticeship provision, to ensure we are maximising our reach to potential tenants and customers. The marketing strategy includes plans for carbon reduction, digital transformation and place-based delivery that all support the Trust in remaining relevant, accessible and authentic. We are also reviewing the style and messaging of our marketing to ensure we are reaching local residents and organisations.

Quality and Systems
A priority for 2024/25 is to review and improve our internal quality assurance systems to ensure they are as efficient and effective as possible. We will be introducing new digital systems to enable this. We will be working towards retention of all our current quality marks (Quality for Health & Wellbeing; Matrix; Ofsted; CHAS, Cyber Essentials) to ensure we have external scrutiny as well as a robust internal audit.

Structure, governance and management
Halifax Opportunities Trust, was incorporated in 2000, achieved charitable status in 2002 and has been operational since April 2002. It is a membership organisation and its trustees are elected from its membership as laid out in the Memorandum and Articles of Association. The Trust can also co-opt trustees to sit on its board but currently is not using this option.

HOT has two commercial properties on long term peppercorn leases from the local council. They are used as a base for HOT's charitable activities and are also let to local businesses to promote and encourage local business growth. The property interests are managed by a wholly owned subsidiary company, HOT Enterprises Ltd. For this reason, HOT produces consolidated accounts.

Governance
HOT is a registered charity and a company limited by guarantee. Board members are therefore both trustees of the charity and company directors. There are currently ten trustees.

Elected trustees serve for a maximum of nine years and the co-opted trustees are co-opted annually. Elected trustees are elected by the HOT membership at the AGM. Co-opted trustees are appointed by the Board. All new trustees receive an induction pack and complete a register of interest document. They are also provided with opportunities for governance and sector specific training and development.

The charity's board meets quarterly and the HOT Enterprises board meets every two months. In addition to these meetings there is a Finance, Audit & Risk Committee and an HR & Apprenticeships Committee. Special purpose task and finish groups are formed to meet specific needs. These meetings take place between formal board meetings to explore issues in depth and help trustees and directors better understand the changing environment in which the organisation operates. Any such groups report back to the full Board. Currently there are a Buildings Sub Committee and a Children's Centre Sub Committee.

An annual away day is held for trustees and staff at which future direction and priorities are agreed. The Strategy Plan is reviewed annually and each team produces a short operational plan which outlines key activities for the year ahead. KPIs are drawn from these plans and are used as the basis for performance management within the organisation.

Management
There is an experienced senior management team of five at the core of the organisation that meets monthly to plan pan-organisational operational activity. The team is led by the Chief Executive. The Chief Executive and the senior managers report directly to the Board at the charity and trading subsidiary board meetings. They produce written exception, risk and recommendation reports for these meetings and attend to respond to questions and provide further information as required. The senior team attend regular training and personal development opportunities to ensure they are keeping their professional development up to date.

Risk management
The trustees agreed a Risk Management Plan for 2023/24 and have agreed the plan for the forthcoming year 2024/25. The Plan describes HOTs approach to risk management and assesses the strategic risks for the organisation, based on Charity Commission guidelines and using a RAG system. Red (high level) risks are dealt with immediately, with Amber being dealt with as soon as possible. Risks highlighted for 2023/24 were all mitigated or negated within the year under review. Detailed scrutiny of the risk plan, including emerging risks identified by SMT, is delegated to the Risk and Governance Committee. This Committee agrees and summarises key risks which are then presented to the full board.

Company limited by guarantee
Halifax Opportunities Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such an amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Z A Ali	(Appointed 16 November 2023)
H J Barber	
L Burrows	
R J Craven	
A Hamid	
H L Hunter	
S Hussain	
T Male	
S E Morrell	(Resigned 27 November 2023)
C J Pinder	(Resigned 9 July 2024)
A K Qureshi	(Resigned 9 May 2024)
G Rhodes	
S Sadiq	(Resigned 12 July 2024)
R M Sweeney	

Statement of trustees' responsibilities

The trustees, who are also the directors of Halifax Opportunities Trust for the purpose of company law, are responsible for preparing the Trustees' 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 Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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; 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 Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

In accordance with the company's articles, a resolution proposing that BK Plus Audit Limited be reappointed as auditor of the company will be put at a General Meeting.

The trustees' report was approved by the Board of Trustees.

H.J. Barber

H J Barber
Trustee

Date: 8.5.25

HALIFAX OPPORTUNITIES TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The trustees, who are also the directors of Halifax Opportunities Trust for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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HALIFAX OPPORTUNITIES TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF HALIFAX OPPORTUNITIES TRUST

Opinion

We have audited the revised financial statements of Halifax Opportunities Trust (the 'parent charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. These revised financial statements replace the original financial statements approved by the trustees on 22 November 2024. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice). The revised financial statements have been prepared under the Companies (revision of Defective Accounts and Reports) Regulations 2008 and accordingly do not take account of events which have taken place after the date the original financial statements were approved.

In our opinion, the financial statements:

- give a true and fair view, seen at the date the original financial statements were approved, of the state of the group and parent charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice seen at the date the original financial statements were approved; and
- have been prepared in accordance with the requirements of the Companies Act 2006 as the they have effect under the companies (Revision of Defective Accounts and Reports) Regulations 2008.

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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the revised 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 – revision of Provision of liabilities for pension scheme deficit

We draw attention to note 1 which describes the need for revision of pension scheme liability, because of a correction of a misstatement in the original financial statements. The pension scheme has a net pension asset of £82,000 at 31 March 2024. This is not recognised in these accounts, in line with FRS102, on the basis that the asset is not recovered by reduced contributions or refunds to the plan. The original financial statements incorrectly included a net pension liability of £82,000 at 31 March 2024. The original financial statements were approved on 22 November 2024 and our previous audit report was signed on 25 November 2024. We have not performed a subsequent event review for the period from the date of our previous auditor's report to the date of this report. Our opinion is not modified in this respect

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

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

Other information

The other information comprises the information included in the annual report other than the revised 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 revised financial statements does not cover the other information and 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 revised 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 revised 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, the original financial statements for the year end 31 March 2024 failed to comply with the requirements of the Companies Act 2006 in the respects identified by the trustees in note 1 to the revised financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the revised financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the revised financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the parent charitable company for the purpose of company law, are responsible for the preparation of the revised 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 revised financial statements that are free from material misstatement, whether due to fraud or error. In preparing the revised financial statements, the trustees are responsible for assessing the parent 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 revised financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the revised 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 revised financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the industry sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the revised financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Ensured laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's revised financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was a susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the company's remuneration policies.

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risks of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF HALIFAX OPPORTUNITIES TRUST

Use of our report

This report is made solely to the parent charitable company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Victoria Atkinson FCA (Senior Statutory Auditor)
for and on behalf of BK Plus Audit Limited

8 May 2025

Chartered Accountants
Statutory Auditor

BK Plus Audit Limited

52 St Johns Lane
Halifax
West Yorkshire
England
HX1 2BW

BK Plus Audit Limited is eligible for appointment as auditor of the parent charitable company by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

HALIFAX OPPORTUNITIES TRUST

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	103,239	-	103,239	108,275	-	108,275
Charitable activities							
Provision of employment, education and training services	4	230,357	354,657	585,014	100,045	557,305	657,350
Provision of childcare and family support services	4	2,653,743	442,138	3,095,881	2,299,079	526,760	2,825,839
Promoting health and wellbeing	4	24,842	156,042	180,884	67,655	117,310	184,965
Management administration and membership	4	1,029	250	1,279	100,237	-	100,237
Other trading activities	5	727,630	-	727,630	675,907	-	675,907
Investments	6	19,840	-	19,840	8,676	-	8,676
Total Income		3,760,680	953,087	4,713,767	3,359,874	1,201,375	4,561,249
Expenditure on:							
Charitable activities							
Provision of employment, education and training services	7	169,875	359,191	529,066	152,175	566,212	718,387
Provision of childcare and family support services	7	2,294,072	448,004	2,742,076	2,058,408	526,106	2,584,514
Promoting health and wellbeing	7	178,376	135,181	313,557	162,344	109,234	271,578
Management administration and membership	7	419,208	250	419,458	442,157	-	442,157
Other trading costs	8	641,367	-	641,367	634,708	-	634,708
Total charitable expenditure		3,702,898	942,626	4,645,524	3,449,792	1,201,552	4,651,344
Net income		57,782	10,461	68,243	- 89,918	- 177	- 90,095
Transfers between funds		- 53,364	53,364	-	- 37,349	37,349	-
Taxation		- 20,790	-	- 20,790	- 3,196	-	- 3,196
Other recognised gains and losses:							
Actuarial gains on defined benefit pension schemes		87,000	-	87,000	1,498,000	-	1,498,000
Net movement in funds	10	70,628	63,825	134,453	1,367,537	37,172	1,404,709
Reconciliation of funds:							
Fund balances at 1 April 2023		2,235,919	7,550	2,243,469	868,382	- 29,622	838,760
		2,306,547	71,375	2,377,922	2,235,919	7,550	2,243,469

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

HALIFAX OPPORTUNITIES TRUST

GROUP AND CHARITY BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	GROUP 2024 £	GROUP 2023 £	CHARITY 2024 £	CHARITY 2023 £
Fixed assets					
Tangible assets	14	1,574,389	1,543,028	1,424,411	1,357,956
Investments	15	-	-	101	101
		1,574,389	1,543,028	1,424,512	1,358,057
Current assets					
Debtors	16	328,970	484,730	420,660	588,288
Cash at bank and in hand		1,345,122	1,289,720	1,019,952	1,016,558
		1,674,092	1,774,450	1,440,612	1,604,846
Creditors : amounts falling due within one year	17	- 833,474	- 952,225	- 668,504	- 793,081
Net current assets		840,618	822,225	772,108	811,765
Total assets less current liabilities		2,415,007	2,365,253	2,196,620	2,169,822
Pension scheme liability	19	-	- 87,000	-	- 87,000
Provisions for liabilities		- 37,085	- 34,784	-	-
Net assets excluding pension liability		2,377,922	2,243,469	2,196,620	2,082,822
The funds of the charity					
Restricted funds	20	71,375	7,550	484,318	420,494
Unrestricted funds	21	2,306,547	2,235,919	1,712,302	1,662,328
Fund balances at 31 March 2024		2,377,922	2,243,469	2,196,620	2,082,822

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on .....

H·J· Barber

H J Barber
Trustee

Company registration number 04089288 (England and Wales)

HALIFAX OPPORTUNITIES TRUST

CONSOLIDATED STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from operations	**26**	155,243		- 175,207	
Tax paid		- 20,790		- 3,196	
			134,453		- 178,403
Investing activities					
Purchase of tangible fixed assets		- 98,892		- 85,965	
Investment income received		19,840		8,676	
Net cash generated from/(used in) investing activities			- 79,052		- 77,289
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			55,401		- 255,692
Cash and cash equivalents at beginning of year			1,289,720		1,545,412
Cash and cash equivalents at end of year			1,345,122		1,289,720

1 Accounting policies

Charity information

Halifax Opportunities Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Hanson Lane Enterprise Centre, Hanson Lane, Halifax, West Yorkshire, HX1 5PG.

Amended accounts

The pension scheme has a net pension asset of £82,000 at 31 March 2024. This is not recognised in these accounts, in line with FRS102, on the basis that the asset is not recovered by reduced contributions or refunds to the plan. The original financial statements incorrectly included a net pension liability of £82,000 at 31 March 2024.

The revised financial statements replace the original accounts, are now the statutory accounts and are prepared as they were at the date of the original accounts

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Group financial statements

The Statement of Financial Activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis. The Charity has availed itself of Paragraph 3 (3) of Schedule 4 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA or Income and Expenditure Account have been presented for the Charity alone as permitted by section 230 of the Companies Act 2006 and paragraph 327 of the SORP.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	Over the term of the lease
Fixtures and fittings	15% on cost
Computers	33% on cost
Motor vehicles	33% on cost
Kitchen equipment	15% on cost
Office Equipment	15% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/ (expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1 Accounting policies **(Continued)**

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Provisions

Provisions are recognised when the Charity has a legal or constructive present obligation as a result of a past event, it is probable that the Charity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period in which it arises.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1 Accounting policies **(Continued)**

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

3 Income from donations and legacies

	Unrestricted funds 2024	Restricted funds 2024	Total 2024	Unrestricted funds 2023	Restricted funds 2023	Total 2023
	£	£	£	£	£	£
Donations and legacies	- 74	-	- 74	618	-	618
Grants received	103,313	-	103,313	107,657	-	107,657
Total Income	103,239	-	103,239	108,275	-	108,275
Grants receivable for core activities						
National Milk Grant Scheme	2,069	-	2,069	2,835	-	2,835
Staying Well Project	101,244	-	101,244	104,822	-	104,822
	103,313	-	103,313	107,657	-	107,657

4 Income from charitable activities

	Provision of employment, education and training services	Provision of childcare and family support services	Promoting health and wellbeing	Management administration and membership	Total
	2024	2024	2024	2024	2024
	£	£	£	£	£
Charitable activities income	585,014	3,095,881	180,884	1,279	3,863,058
	585,014	3,095,881	180,884	1,279	3,863,058
Analysis by fund					
Unrestricted funds	230,357	2,653,743	24,842	1,029	2,909,971
Restricted funds	354,657	442,138	156,042	250	953,087
	585,014	3,095,881	180,884	1,279	3,863,058
	2023	2023	2023	2023	2023
	£	£	£	£	£
Charitable activities income	657,350	2,825,839	184,965	100,237	3,768,391
	657,350	2,825,839	184,965	100,237	3,768,391
Analysis by fund					
Unrestricted funds	100,045	2,299,079	67,655	100,237	2,567,016
Restricted funds	557,305	526,760	117,310	-	1,201,375
	657,350	2,825,839	184,965	100,237	3,768,391

5 Other trading activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
HOT Enterprises Limited	727,630	675,907
	727,630	675,907

6 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	19,840	8,676
	19,840	8,676

7 Expenditure on charitable activities

	Provision of employment, education and training services	Provision of childcare and family support services	Promoting health and wellbeing	Management administration and membership	Total	Provision of employment, education and training services	Provision of childcare and family support services	Promoting health and wellbeing	Management administration and membership	Total
	2024	2024	2024	2024	2024	2023	2023	2023	2023	2023
	£	£	£	£	£	£	£	£	£	£
Direct costs										
Staff costs	380,708	2,313,607	208,146	377,585	3,280,046	486,346	2,162,680	190,524	340,231	3,179,781
Depreciation and impairment	-	2,182	2,534	16,200	20,916	1	10,690	1,759	14,041	26,491
Premises costs	45,158	78,855	18,524	- 40,534	102,003	29,768	62,870	15,912	- 12,736	95,814
Repairs and maintenance	6,390	55,779	8,873	47,292	118,334	8,815	48,572	4,253	25,461	87,101
Office costs	866	66,614	2,802	10,129	80,411	12,265	85,184	1,921	- 909	98,461
Motor and travel costs	3,969	18,299	470	1,223	23,961	10,775	15,850	29	792	27,446
Advertising	44	-	2,200	6,691	8,935	2,700	-	8	6,836	9,544
Training and conferences	-	18,127	-	639	18,766	-	9,134	-	3,343	12,477
Staff and volunteer costs	4,678	6,928	19,926	4,952	36,484	7,770	6,118	19,785	18,690	52,363
Surestart costs	-	149,544	-	33,232	182,776	-	139,494	-	-	139,494
Course costs	26,637	-	6,933	-	33,570	80,958	1,365	12,346	43	94,712
Management charges	44,644	-	29,632	- 74,277	- 1	-	-	-	-	-
Legal and professional fees	-	20,346	-	2,267	22,613	-	31,277	-	9,513	40,790
Bad debts	-	2,205	-	5,263	7,468	-	78	-	-	78
Irrecoverable VAT	-	-	10	9,818	9,828	-	25	-	17,412	17,437
Bank charges	-	1,734	-	1,583	3,317	-	2,515	-	1,697	4,212
Other costs	4,434	4,856	5,514	7,438	22,242	6,224	8,662	5,830	5,857	26,573
	517,528	2,739,076	305,564	409,501	3,971,669	645,622	2,584,514	252,367	430,271	3,912,774
Grant funding of activities	-	-	-	-	-	58,100	-	-	-	58,100
Share of support and governance costs (see note 7)										
Support	11,538	3,000	7,993	9,957	32,488	14,665	-	19,211	11,886	45,762
	529,066	2,742,076	313,557	419,458	4,004,157	718,387	2,584,514	271,578	442,157	4,016,636
Analysis by fund										
Unrestricted funds	169,875	2,294,072	178,376	419,208	3,061,531	152,175	2,058,408	162,344	442,157	2,815,084
Restricted funds	359,191	448,004	135,181	250	942,626	566,212	526,106	109,234	-	1,201,552
	529,066	2,742,076	313,557	419,458	4,004,157	718,387	2,584,514	271,578	442,157	4,016,636

8 Other trading costs

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
HOT Enterprises Limited	641,367	634,708
	641,367	634,708

9 Support costs allocated to activities

	2024 £	2023 £
Governance costs	32,488	45,762
Analysed between:		
Provision of employment, education and training services	11,538	14,665
Provision of childcare and family support services	3,000	-
Promoting health and wellbeing	7,993	19,211
Management administration and membership	9,957	11,886
	32,488	45,762

10 Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/(crediting		
Fees payable for the audit of the charity's financial statements		
- Audit services	12,649	11,260
Depreciation of owned tangible fixed assets	67,532	71,413

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

Trustees indemnity insurance cover is included within the charity's main insurance policy, however the premium paid is not separately identifiable from the total cost incurred.

Trustees expenses

No trustees expenses were paid during the financial year.

12 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Charitable Activities	145	164
Administrative	16	17
Governance	12	1
	173	182

Employment costs	2024 £	2023 £
Wages and salaries	2,975,735	2,873,465
Spcial secuirty costs	226,829	224,959
Other pension costs	77,482	81,357
	3,280,046	3,179,781

The remuneration of key management personnel was as follows:

	2024 £	2023 £
Aggregate compensation	332,855	319,189

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes

Tax charges shown relate to deferred tax and corporation tax applied to the trading subsidiary HOT Enterprises Limited

14 Tangible fixed assets

CHARITY

	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Kitchen equipment	Office equipment	Total
	£	£	£	£	£	£	£
Cost or valuation							
At 1 April 2023	1,350,000	31,274	148,883	4,732	99,308	66,159	1,700,356
Additions	66,500	4,200	16,671	-	-	-	87,371
At 31 March 2024	1,416,500	35,474	165,554	4,732	99,308	66,159	1,787,727
Depreciation and impairment							
At 1 April 2023	10,800	24,347	145,715	4,732	99,308	57,498	342,400
Depreciation charged in the year	11,576	4,949	4,391	-	-	-	20,916
At 31 March 2024	22,376	29,296	150,106	4,732	99,308	57,498	363,316
At 31 March 2024	1,394,124	6,178	15,448	-	-	8,661	1,424,411
At 1 April 2023	1,339,200	6,927	3,168	-	-	8,661	1,357,956

Included within long leasehold assets are the following properties:

- Hanson Lane Enterprise Centre
- The Outback Centre

These assets have been subject to a formal valuation during the year. The valuations were undertaken by Bramleys LLP Chartered Surveyors on 8th November 2021 and represent the market value of the sites which are held under 125 year lease with Calderdale MBC.

14 **Tangible fixed assets (Continued)**

GROUP

	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Kitchen equipment	Office equipment	Total
	£	£	£	£	£	£	£
Cost or valuation							
At 1 April 2023	1,492,314	362,512	164,531	4,732	99,308	120,113	2,243,511
Additions	66,500	11,404	20,988	-	-	-	98,892
Disposals	-	-	-	-	-	-	-
At 31 March 2024	1,558,814	373,917	185,519	4,732	99,308	120,113	2,342,403
Depreciation and impairment							
At 1 April 2023	127,465	198,168	159,357	4,732	99,308	111,452	700,482
Depreciation charged in the year	28,338	33,013	6,181	-	-	-	67,532
Eliminate on disposals	-	-	-	-	-	-	-
At 31 March 2024	155,803	231,182	165,537	4,732	99,308	111,452	768,014
At 31 March 2024	1,403,012	142,735	19,981	-	-	8,661	1,574,389
At 1 April 2023	1,364,849	164,344	5,174	-	-	8,661	1,543,028

15 Fixed asset investments

	GROUP		CHARITY	
	2024	2023	2024	2023
	£	£	£	£
Market Value				
At 1 April 2023 and 31 March 2024	-	-	101	101
Net Book Value				
At 31 March 2023 and 31 March 2024	-	-	101	101

There were no investment assets outside the UK. The company's investments at the balance sheet date include the following

	Hanson Lane Enterprise Centre Limited	HOT Enterprises Limited
Class of Share	Ordinary	Ordinary
% Holding	100%	100%
Nature of business:	Dormant company	Provision of high-quality modern workspace.

Summary of trading results:

	31/03/24	31/03/23	31/03/24	31/03/23
	£	£	£	£
Turnover	-	-	816,278	780,583
Total Expenditure	-	-	- 774,835	- 744,071
Taxation	-	-	- 20,790	- 3,196
	-	-	20,653	33,316
Donation to parent charity (Paid in Year)	-	-	-	- 69,667
	-	-	20,653	- 36,351

Summary of assets and liabilities:

Assets	1	1	548,689	526,370
Liabilities	-	-	- 367,294	- 365,628
	1	1	181,395	160,742

16 Debtors

	GROUP		CHARITY	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	284,226	352,437	218,367	244,013
Amounts owed by group undertakings	-	-	165,238	219,700
Other debtors	-	-	-	-
Prepayments and accrued income	44,744	132,293	37,055	124,575
	328,970	484,730	420,660	588,288

17 Creditors

	GROUP		CHARITY	
	2024	2023	2024	2023
	£	£	£	£
Other taxation and social security	90,950	70,932	55,761	56,114
Trade creditors	80,685	95,195	51,175	60,578
Other creditors	9,827	18,518	9,827	18,518
Accruals and deferred income	652,012	767,580	551,741	657,871
	833,474	952,225	668,504	793,081

18 Pension scheme liability

	GROUP		CHARITY	
	2024	2023	2024	2023
	£	£	£	£
Pension scheme	-	87,000	-	87,000

Movements on provisions:

	GROUP		CHARITY	
	2024	2023	2024	2023
	£	£	£	£
At 1 April 2023	87,000	1,585,000	87,000	1,585,000
Other movements	- 87,000	- 1,498,000	- 87,000	- 1,498,000
At 31 March 2023	-	87,000	-	87,000

19 Retirement benefit schemes

	2024	2023
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	77,482	81,357

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund

19 Retirement benefit schemes (Continued)

The charity is a member of a defined benefit scheme with The West Yorkshire Pension Fund.

The West Yorkshire Pension Fund Scheme is funded and contracted out of the state scheme. The last tri-annual valuation of the scheme took place at 31 March 2022 and was undertaken by professionally qualified actuaries, AON Hewitt, using the projected unit method. The Charity has paid for a valuation of its scheme as at 31 March 2024 and the figures below are based on that valuation.

The charity became a participating employer in the scheme on 1 July 2014 and acquired net liabilities of £528,000 on that date.

The notional value of the liabilities of the charity's share of the scheme at 31 March 2024 was £4,170,000 the present value of the assets was £4,252,000 leaving a net pension asset of £82,000 at 31 March 2024. This is not recognised in these accounts, in line with FRS102, on the basis that the asset is not recovered by reduced contributions or refunds to the plan.

Contributions
The employer contributions made to the scheme during the year were £Nil (2023: 5,000). £Nil was unpaid at the year end. The employers regular contributions to the Fund for the accounting period ending 31 March 2024 are estimated to be £Nil.

Key assumptions
The latest actuarial valuation of the Charity's liabilities took place as at 31 March 2022. Liabilities have been estimated by the independent qualified actuary on an actuarial basis using the projected unit credit method.

The principal assumptions used by the actuary in updating the latest valuation of the Fund for FRS 102 purposes were:

	31 March 2024	31 March 2023
	(%)	(%)
Discount rate	4.80	4.70
Inflation - CPI	2.60	2.70
Pension increases	2.60	2.70
Pension accounts revaluation rate	2.60	2.70
Salary increases	3.85	3.00

Expected return on assets
The approximate split of assets for the Fund as a whole (based on data supplied by the Fund Administering Authority) is shown in the table below. Also shown are the assumed rates of return adopted by the Employer for the purposes of FRS 102.

The charity employs a building block approach in determining the rate of return on Fund assets. Historical markets are studied and assets with higher volatility are assumed to generate higher returns consistent with widely accepted capital market principles. The assumed rate of return on each asset class is set out within this note. The overall rate of return on assets is then derived by aggregating the expected return for each asset class over the actual asset allocation for the Fund at 31 March 2022.

	Asset split at 31 March 2024	Asset split at 31 March 2023
	(%)	(%)
Equities	79.4	80.8
Property	2.8	3.3
Government bonds	8.5	6.9
Corporate bonds	4.2	4.6
Cash	1.8	2.3
Other	3.3	2.1
Average Return / Total	**100.00**	**100.00**

19 Retirement benefit schemes (Continued)

Reconciliation of funded status to Balance Sheet

	Value as at 31 March 2024 £000's	Value as at March 2023 £000's
Fair value of assets	4,252	4,010
Present value of funded liabilities	(4,170)	(4,097)
Pension asset / (liability) before consideration of paragraph 41	82	(87)
Unrecognised asset due to limit in paragraph 41	-	-
Net pension asset/(liability)	**82**	**(87)**

Analysis of profit and loss charge

	Period ending 31 March 2024 £000's
Operating cost:	
Current service cost	59
Past service cost	-
Interest cost	-
Curtailment cost	-
Settlement cost	-
Financing cost: Interest on net defined benefit liability / (asset)	5
Pension expense recognised in SOFA	**64**

Changes to the present value of the defined benefit obligation

	Period ending 31 March 2024 £000's
Opening defined benefit obligation	4,097
Current service cost	59
Interest expense on defined benefit obligation	191
Contributions by participants	18
Actuarial (gains) / losses due to changes in financial assumptions	(83)
Actuarial (gains) / losses due to changes in demographic assumptions	(63)
Actuarial (gains) / losses due to liability experience	56
Net benefits paid out	(105)
Past service cost	-
Net increase in liabilities from disposals / acquisitions	-
Curtailment cost	-
Settlements	-
Closing defined benefit obligation	**4,170**

Changes to the fair value of assets

	Period ending 31 March 2024 £000's
Opening fair value of assets	4,010
Interest income on assets	186
Re-measurement gains / (losses) on assets	143
Contributions by the employer	0
Contributions by participants	18
Net benefits paid out	(105)
Net increase in assets from disposals and acquisitions	-
Settlements	-
Closing fair value of assets	**4,252**

20 **Restricted funds**

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used

	At 1 April 2023	Incoming Resources	Resources expended	Transfers	At 31 March 2024
	£	£	£	£	£
Active Calderdale	- 12,041	2,750	- 2,766	12,057	- 1
ARCHES (Employment)	-	920	-	-	920
Building Better Opportunities- Hopeful Families	8,720	7,754	- 9,327	- 83	7,064
The Buzz Project	-	261	- 261	-	-
CAL ESOL	- 27	-	-	27	-
Calfund	1,339	35,715	- 35,715	- 27	1,312
Celebrating Cultural Harmony, Qawali	-	2,073	- 1,073	-	1,000
Community Organisers	-	-	- 59	59	-
Connecting Opportunities	- 35,760	-	- 241	36,001	-
EEF Centres - Jubilee Nursery	1,990	255,806	- 255,806	- 1,990	-
EEF Centres - Siddal Nursery	- 399	44,054	- 44,054	399	-
EEF Centres - Sowerby New Road Nusery DEFRA	4,875	-	130	- 5,005	-
EEF Centres - Todmorden Nursery	-	85,360	- 85,360	-	-
Elsie Whiteley Innovation Centre	412,943	-	-	-	412,943
ESOL: Syrian Families	- 71	134,763	- 134,763	71	-
Food Parcel Delivery - Covid 19	2,254	-	-	-	2,254
From HOT to COLD : Reducing our Carbon Footprint	- 4,657	-	-	4,657	-
Greener Together	14,956	8,081	- 8,081	-	14,956
Groundwork - Steps to work	3,148	-	-	-	3,148
Inclusive Economy	586	61,699	- 61,699	-	586
Individual Fund	-	250	- 250	-	-
Innovation Fund	-	1,068	- 1,068	-	-
Inspire	8,862	-	-	-	8,862
Kickstart	713	-	-	-	713
Little Gems Nursery	- 938	56,917	- 62,914	6,935	-
Macmillan	-	427	- 427	-	-
Micro Grants SWYPFT	-	13,683	-	-	13,683
Moving Forward Together	-	43,107	- 42,828	-	279
Multiply	-	970	- 970	-	-
Neighbourhood Learning Deprived Communities	-	-	- 83	83	-
NHS Hospital Recruitment Event	-	2,250	-	-	2,250
Place Based Social Action	-	60,675	- 60,675	-	-
Prayer Mats to Gym Mats	-	2,538	- 2,538	-	-
Projects AH	-	5,089	- 5,089	-	-
Social Action Hub	10,507	-	-	-	10,507
Tandrusti Project	-	65,334	- 65,334	-	-
The Space Rastrick	3,584	-	-	-	3,584
The Workshop Income	-	207	- 207	-	-
Thriving Communities Partnership Funding	-	143	- 143	-	-
Together Calderdale Project	-	1,441	- 1,146	-	295
UKSPF - Green Audit	- 90	-	- 90	180	-
UKSPF - Main Contract	-	41,017	- 41,017	-	-
UKSPF - UKSPF Plot to Plate	-	-	- 37	-	- 37
UKSPF - Financial Resilience	-	670	- 670	-	-
UKSPF - Walking Routre	-	220	- 220	-	-
VCS - ESOL	-	17,845	- 17,845	-	-
	420,494	953,087	- 942,626	53,364	484,318
Split:					
Charity	***420,494***	***953,087***	***- 942,626***	***53,364***	***484,318***
Group	***7,551***	***953,087***	***- 942,626***	***53,364***	***71,375***

20 **Restricted funds (Continued)**

	At 1 April 2022	Incoming Resources	Resources expended	Transfers	At 31 March 2023
	£	£	£	£	£
Active Calderdale	- 6,090	27,008	- 39,049	6,090	- 12,041
Architectural Heritage Fund - Hopwood Triangle	- 1,350	-	-	1,350	-
Arches	-	280	- 280	-	-
Building Better Opportunities- Hopeful Families	-	207,131	- 198,411	-	8,720
Buzz Project	-	1,116	- 1,116	-	-
CAL ESOL	-	-	- 27	-	- 27
Calderdale Food Network	789	-	-	- 789	-
Calfund	-	24,229	- 22,890	-	1,339
Community Led Homes (Start Up Support)	275	-	-	- 275	-
Community Organisers	- 512	-	-	512	-
Connecting Opportunities	- 10,174	139,694	- 175,454	10,174	- 35,760
DEFRA	- 32	-	-	32	-
EEF Centres - Jubilee Nursery	-	199,497	- 197,507	-	1,990
EEF Centres - Siddal Nursery	-	79,450	- 79,849	-	- 399
EEF Centres - Sowerby New Road Nusery DEFRA	4,875	-	-	-	4,875
EEF Centres - Todmorden Nursery	-	87,316	- 87,316	-	-
Elsie Whiteley Innovation Centre	346,758	69,666	- 3,481	-	412,943
Employment Services- Holiday Kitchen	- 3,462	-	-	3,462	-
ESOL Project costs	4,294	-	-	- 4,294	-
ESOL: Syrian Families	-	25,044	- 25,115	-	- 71
Food Parcel Delivery - Covid 19	2,853	78	- 677	-	2,254
From HOT to COLD : Reducing our Carbon Footprint	-	- 4,657	-	-	- 4,657
Greener Together	-	27,248	- 12,292	-	14,956
Groundwork - Steps to work	-	3,148	-	-	3,148
Harnessing Power of Communities	-	417	- 417	-	-
Health Inequalities Fund	- 180	-	-	180	-
Inclusive Economy	-	18,363	- 17,777	-	586
Individual Fund	-	633	- 633	-	-
Inspire	-	36,863	- 28,001	-	8,862
Kickstart	-	64,001	- 63,288	-	713
Little Gems Nursery	-	160,496	- 161,434	-	- 938
Neighbourhood Learning for Deprived Communities	13,655	-	-	- 13,655	-
Place Based Social Action	- 1,994	50,593	- 50,593	1,994	-
Properous Calderdale	- 1,427	-	-	1,427	-
Sehat - P2C CCLORS	- 3,406	-	-	3,406	-
Social Action Hub	-	10,507	-	-	10,507
Staying Well Project	- 27,736	-	-	27,736	-
The Space Rastrick	-	3,584	-	-	3,584
Together Calderdale Project	-	34,337	- 34,337	-	-
UKSPF - Green Audit	-	5,000	- 5,090	-	- 90
	317,136	1,271,042	- 1,205,034	37,350	420,494
Split:					
Charity	***317,136***	***1,271,043***	***- 1,205,034***	***37,350***	***420,494***
Group	***- 29,622***	***1,201,375***	***- 1,201,553***	***37,350***	***7,550***

21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

CHARITY:	At 1 April 2023	Incoming Resources	Resources expended	Transfers	Gains and losses	At 31 March 2024
	£	£	£	£	£	£
General Funds	260,128	3,421,783	- 3,394,645	13,136	-	300,402
Designated - Housing Fund	150,000	-	-	- 66,500	-	83,500
Revaluation reserve	1,339,200	-	- 10,800	-	-	1,328,400
Pension reserve	- 87,000	-	-	-	87,000	-
	1,662,328	3,421,783	- 3,405,445	- 53,364	87,000	1,712,302

GROUP:	At 1 April 2023	Incoming Resources	Resources expended	Transfers	Gains and losses	At 31 March 2024
	£	£	£	£	£	£
General Funds	833,719	3,760,680	- 3,712,888	13,136	-	894,647
Designated - Housing Fund	150,000	-	-	- 66,500	-	83,500
Revaluation reserve	1,339,200	-	- 10,800	-	-	1,328,400
Pension reserve	- 87,000	-	-	-	87,000	-
	2,235,919	3,760,680	- 3,723,688	- 53,364	87,000	2,306,547

Transfers between funds

Transfers between funds represent the movement of year end balances relating to projects that have ended and the closing balances have been agreed with the funder to be utilised by the charity on alternative projects.

21 **Unrestricted funds (Continued)**

CHARITY:	At 1 April 2022	Incoming Resources	Resources expended	Transfers	Gains and losses	At 31 March 2023
	£	£	£	£	£	£
General Funds	559,626	3,032,542	- 3,144,691	- 187,351	-	260,126
Designated - Housing Fund	-	-	-	150,000	-	150,000
Revaluation reserve	1,350,000	-	- 10,800	-	-	1,339,200
Pension reserve	- 1,585,000	-	-	-	1,498,000	- 87,000
	324,626	3,032,542	- 3,155,491	- 37,351	1,498,000	1,662,326

GROUP:	At 1 April 2022	Incoming Resources	Resources expended	Transfers	Transfers	At 31 March 2023
	£	£	£	£	£	£
General Funds	1,103,382	3,359,874	- 3,442,186	- 187,351	-	833,719
Designated - Housing Fund	-	-	-	150,000	-	150,000
Revaluation reserve	1,350,000	-	- 10,800	-	-	1,339,200
Pension reserve	- 1,585,000	-	-	-	1,498,000	- 87,000
	868,382	3,359,874	- 3,452,986	- 37,351	1,498,000	2,235,919

22 Analysis of net assets between funds

	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 March 2024:			
Tangible assets	1,574,389	-	1,574,389
Current assets / liabilities	769,243	71,375	840,618
Provisions	- 37,085	-	- 37,085
	2,306,547	71,375	2,377,922

	Unrestricted funds 2023	Restricted funds 2023	Total 2023
	£	£	£
At 31 March 2023			
Tangible assets	1,543,028	-	1,543,028
Current assets / (liabilities)	814,675	7,550	822,225
Provisions	- 121,784	-	- 121,784
	2,235,919	7,550	2,243,469

23 Operating lease commitments

	2024	2023
	£	£
Within one year	6	6
Between two and five years	17	21
In over five years	235	237
	258	264

24 Contingent liability

As a member of a VAT group with its subsidiary company, the charity is jointly and severally liable for the VAT debts of the VAT group members.

25 Ultimate controlling party

The charity is under the control of the board of trustees.

26 Cash generated from operations

	2024	2023
	£	£
Surplus for the year	68,243	- 90,095
Adjustments for:		
Investment income recognised in statement of financial activities	- 19,840	- 8,676
Depreciation and impairment of tangible fixed assets	67,532	71,413
Difference between pension charge and cash contributions	87,000	1,498,000
Movements in working capital:		
Decrease/(increase) in debtors	155,759	- 327,232
Increase/(decrease) in creditors	- 116,450	179,383
decrease in provisions	- 87,000	- 1,498,000
Cash generated from operations	155,243	- 175,207

27 Analysis of changes in net funds

The charity had no material debt during the year.

HALIFAX OPPORTUNITIES TRUST

England & Wales - Charity number 1086183

Accounts

REGISTERED COMPANY NUMBER: 04089288 (England and Wales)
REGISTERED CHARITY NUMBER: 1086183

Report of the Trustees and

Consolidated Financial Statements

for the Year Ended 31st March 2023

for

HALIFAX OPPORTUNITIES TRUST

BK Plus Audit Ltd
Statutory Auditor
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

halifax opportunities trust

HALIFAX OPPORTUNITIES TRUST
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for the Year Ended 31st March 2023

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2023. The trustees have adopted the provisions of 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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Halifax Opportunities Trust (HOT) has the following objects, which are registered and approved by the Charity Commission:

To promote any charitable purpose for the benefit of the inhabitants of the metropolitan district of Calderdale in the county of West Yorkshire and surrounding areas within a radius of 30 miles from Halifax Town Hall, including but not exclusively the area known as Park Ward in the Metropolitan Borough of Calderdale to ensure the regeneration of those areas for the public benefit of the community, by all or any of the following means:

a) the relief of poverty in such ways as may be thought fit;
b) the relief of unemployment;
c) the advancement of education, training, or re-training, particularly among unemployed people and providing work experience for the unemployed;
d) the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help in setting up their own business or to existing businesses;
e) the creation of training and employment opportunities by the provision of workspace, buildings and/or land for use on favourable terms;
f) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement , poverty or social and economic circumstances, have need of such facilities;
g) the protection or conservation of the environment;
h) the provision of childcare;
i) the promotion of public safety and prevention of crime; and
j) the provision of public health and well-being activities; and
k) such other means as may from time to time be determined subject to the prior consent of the Charity Commission.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The trustees, in making decisions about planning and delivery of activities, have had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant. The approach to public benefit is described in summary below and in more detail throughout this report.

Halifax Opportunity Trust's purpose as described in its Strategic Plan is 'to work to make a vibrant multi-cultural and self-sustaining community'. In order to achieve this, the Trust and its trading subsidiary (HOT Enterprises Ltd) carries out the following activities:

- provides office space and support for business and enterprise development through two business centres.
- provides opportunities for learning via a range of apprenticeships, ESOL provision, life skills and integration for new arrivals to the UK.
- provides assistance for job seekers by working with employers and through employment support initiatives.
- provides childcare and family support through the Upper and Central Calderdale Children's Centres, Little Gems nursery and other projects.
- provides support for physical and mental wellbeing by running social activities, networks and community groups which encourage socialization, healthy lifestyles and take up of new hobbies and activities.
- promotes health and wellbeing via the Outback community kitchen garden and projects aimed at encouraging active, healthy lifestyles, including Active Calderdale
- provides community development support via the outreach activities of Community Organisers

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Board reviews the Charity's objectives and areas of operation periodically. For the year under review (2021-22) it is agreed that priority interventions should continue fall into six main areas over the next year:

- Support enterprise, business start-up and growth
- Help local people into employment
- Support and deliver work-based learning and personal development
- Support children and families
- Support and promote health and wellbeing
- Support inclusive integration of new arrivals to the UK

In the longer term, the board continues to explore acquisition of new property (to support the areas above and also to support the Trust's sustainability). This includes buildings in which to provide decent housing, deliver community activity and provide space for enterprise.

The trustees believe the strategy for achieving these objectives should continue to be through programme and project delivery primarily using a social enterprise model. This is achieved on either a contracted full-cost-recovery basis or through our own commercial trading operations, thereby allowing the infrastructure of the Charity to be maintained whilst achieving the designated charitable objectives. The Trust does seek grant income to enable the start-up of new projects or initiatives, with the usual aim of ensuring these are self-sustaining via trading once established.

OBJECTIVES AND ACTIVITIES

Significant activities

The Charity's main programmes, projects and services are:

(1) Support enterprise, business start-up and growth

This is mainly achieved through the Trust's trading subsidiary company HOT Enterprises Ltd, which runs Hanson Lane Enterprise Centre (HLEC) and Elsie Whiteley Innovation Centre (EWIC). EWIC provides office space and meeting rooms and HLEC provides light industrial units and a smaller amount of office space. The Trust offers an 18 month grant to start up and early trading businesses which subsidises their rent. The business centres also act as a focal point for physical regeneration and community cohesion in Park Ward, with a regular business networking event being held at EWIC.

(2) Help local people into employment

The Trust provides practical, holistic and creative support to people looking for employment, especially those who are disadvantaged in the labour market. The Trust provides this through a key worker model which enables support to be customised around an individual's needs and delivered on a one-to-one basis. An important part of the service is pro-active engagement with local employers to source vacancies to assist unemployed people back into work.

(3) Support and deliver learning and development opportunities

Halifax Opportunities Trust is a well-established learning provider in West Yorkshire, delivering work-based apprenticeships. We are currently working with a range of employers including primary and secondary schools and childcare providers across West Yorkshire offering qualifications in learning support, early years and business administration. Our apprenticeship provision is directly registered with OFSTED and we are accredited with the Matrix standard.

(4) Support children and families

HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. These services, operating from a range of neighbourhood Children's Centres and community venues, have mostly been delivered in partnership with Calderdale Council. The Centres are busy and informative venues and are well used by parents in the community. The Centres support families in many ways helping them improve their health, parenting, employability, their education, family safety and provide excellent childcare. The Trust also runs its own nursery (Little Gems) which is based at Hanson Lane Enterprise Centre. All nurseries run by the Trust have received Good or Outstanding inspection results from OFSTED.

(5) Support and promote health and wellbeing

Health and wellbeing outcomes for residents of Park Ward and other areas where HOT operates compare badly with those of the more prosperous parts of the borough. In response to this inequality, HOT has increasingly been delivering activities which help improve social connections, nutrition and physical activity. Much is done in the Children's Centres to educate parents and families about breastfeeding and healthy eating. In addition, the Trust runs a Staying Well programme aimed at adults in the community, especially those who are experiencing isolation and loneliness as a result of their age, mild mental ill-health or limiting medical conditions. The Outback community garden and kitchen helps people connect via gardening and healthy, nutritious food. The Active Calderdale project promotes active lifestyles to improve health outcomes. The Trust also continues its 'greening' activity at its Children's and business centres, by planting flowers, vegetables and fruit to create pleasant environments and contribute positively to these community settings.

OBJECTIVES AND ACTIVITIES

Significant activities

(6) Support inclusive integration of new arrivals to the UK

Calderdale has a long and proud history of welcoming new arrivals into the borough. HOT supports this by delivering ESOL courses, embedded within an inclusion approach which enables new arrivals to learn how the UK functions. This includes access to public services; history & heritage; government; culture & leisure; and social activities.

Public benefit

The trustees confirm that they have each complied with their duty under section 4 of the Charities Act 2006 to have due regard to the guidance on public benefit published by the Charity Commission when carrying out their role and duties.

HOT operates specifically in deprived areas, providing multiple economic, social, and environmental benefits to individuals in those areas. The trustees believe that public benefit has been achieved through the provision of support to local businesses, individuals, community members and families via this diverse programme. This has provided multiple economic, social, and environmental benefits to the individuals reached by the Charity's activities. Details of our support are set out in this report.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

Specific activities and achievements from April 2022 to March 2023 for each objective are described below:

(1) Support enterprise, business start-up and growth

A major achievement during the year was achieving 100% occupancy at both EWIC and HLEC business centres for the first time in our history. We also attracted a major new tenant on a six-year lease at EWIC worth £48,000 a year, which helped towards our additional income target of £160k. However, due to energy prices tripling in-year this income increase was not reflected in profits and the office rental cost was increased by almost 30% at both sites to ensure costs were covered. With well-managed interactions, conversations and communication with tenants we only lost 2 tenants across both centres.

HOT provided £8,996 to 11 companies as new start grants which take the form of rent reductions for 18 months, enabling new businesses to start life with a low cost-base, thus helping sustainability in the early years of their growth. At EWIC we returned to pre-pandemic levels of conferences, securing an income of £51,000 (an increase of £26,500 on the previous year). Also at EWIC we repackaged our virtual and co-working offer which has attracted more flexible working memberships.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

(2) Help local people into employment

Providing good quality employment support for local people continues to be an important part of the Trust's purpose. This has been more challenging this year due to the unsettled funding landscape, ongoing post-Covid impact, and the cost of living crisis. Many participants have complex and multiple barriers to employment and we have seen an increase in people in crisis situations. Our team continue to provide a holistic approach to support including interventions for barriers. We have seen an increase in economic inactivity (people not able to work, ready to work or do not need to work) and have adapted our approach to support this client group. Alongside the Key Worker model, we still provide training, access to digital support, outreach & partnership to local organisations and of course the traditional employability support.

2022 - 2023 has seen the end of some of our main delivery projects - the ESF/Lottery funded contracts Hopeful Families (which we have delivered for almost 5 years) and the Inspire project. This put all the team at risk so priority for the front end of this year has been to secure other funding to keep our key staff members in place. We have successfully secured funding for 4 Key Workers. Although this is good news, the funding again is short term, only lasting until December 2023 and also means we have reduced capacity in our team.

Although the focus was on securing funding and the team faced uncertainty, we still delivered a quality service to our local community, engaging 215 people, supporting 85 people into good quality jobs and 31 people into formal education pathways. 65% of our participants are from the Park and Warley area, often self-referring through walking into Hanson Lane Enterprise Centre, where the team is based. Empowerment has been a key theme for our delivery this year, with a focus on helping people to become self-sustaining through specialist intervention and opportunities. This has ensured that those people moving into work are able to sustain those jobs going forward. We have continued to deliver our holistic model, offering wraparound support and specialist interventions where needed.

Another key element of our delivery this year has been to strengthen our partnerships with local like-minded organisations. Some good examples of this are our partnership working with The Halifax Academy, North Halifax Partnership and CAB to name just a few. One of our advisors is present every fortnight at the Academy and Innovations & Elland Children's Centres, offering advice & guidance to local parents. We have delivered a variety of workshops on site and have enlisted the students to help us develop new youth mentoring provision. The Outback (another HOT project) is a key partner in offering volunteering & learning opportunities for our participants. Our partnership approach has helped us to support participants with the cost of living crisis and the team have been supporting people not only with employment, but other elements of household support too. They have undertaken the Money Guiders training which has helped to build confidence in helping people navigate the crisis and provide gas & electric vouchers for people facing self-disconnection due to lack of funds.

Employment Case Study 1: *Working with local employers is an important part of our delivery model to provide good quality jobs for our participants. We were approached by a local company who were seeking to recruit someone for their printing factory and our Lead Employment Advisor visited the company with 3 local participants to be interviewed for the role. One of the participants, Farooq, was offered the position and has been working successfully there now for 3 months. The employer was very happy with our approach and the quality matching service we provided and approached us later for another recruit. This position was filled with another local participant, Zain, a refugee and relatively new to the community. Zain needed some extra support and was given help with understanding the role through job coaching and financial assistance in his first month to cover his travel costs. Both have now been working successfully in the company for 6 and 3 months respectively.*

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

Employment Case Study 2:*Through our onsite advice & guidance partnership with The Halifax Academy, Samina was referred to the Trust for support. Through conversations with our Advisor, it transpired that Samina's husband had passed away recently and she had a high amount of outstanding debt. Samina wasn't sure what to do because her husband had always managed the household finances, and this was affecting her mental health. She was referred immediately to our specialist partner Noah's Ark for money support and a debt relief order was processed for her. This has been a massive relief for Samina, who will now work with our Advisor on her goals to upskill and start on a pathway towards formal education routes.*

(3) Support and deliver work-based learning and personal development

The Apprenticeship provision has been focused on tackling key quality improvements in the service including employer engagement. New collaborations with Covea, McVities and Calderdale Council have been established to support the use of unspent levy funds via levy transfer. The Apprenticeships team has attended local career events to promote IAG and our offer to expand on employer engagement. We have also partnered and hosted a business networking event at Elsie Whiteley Innovation Centre where we worked with Covea Insurance to increase knowledge around apprenticeships and levy transfers.

We developed a HOT Apprenticeships Prospectus to showcase the new courses that went live in January 2023 following the NCFE CACHE Awarding approval:

- NCFE CACHE Level 3 Award for Special Educational Needs Coordinators in Early Years Settings
- NCFE CACHE Level 3 Certificate in Understanding Playwork
- NCFE CACHE Level 3 Diploma in Play-work
- NCFE CACHE Level 4 Apprenticeship Children Young People & Families Practitioner (Community Childcare Practitioner)

We developed an Employer Toolkit to provide employers and businesses with comprehensive information on our offer and also guide them through the apprenticeship journey as a whole. The new and improved resources further support HOT's holistic approach to Information, Advice and Guidance (IAG) and demonstrates how we are increasingly using digital methods to support our stakeholders.

We have developed a page on the Apprenticeships section of HOT's website to provide more specific information for employers and also improved the way we communicate via our website and social media platforms. We have achieved this via dedicating more space for the vacancies that are available through partnership arrangements with local Children's Centres, family hubs, nurseries and schools.

We worked with local employers to tackle the skills shortage in the early years sector including our own Children's Centre nurseries. We did this via a successful apprenticeship recruitment campaign which resulted in 10 new starts within the nurseries who will be Level 2 qualified within one year. We also worked with other local businesses to understand skills shortages and recruitment challenges in order to match them with apprentices looking to build or boost their career in early years. Overall, the last 12 months' activities and improvements made around marketing strategies and delivery structure have helped to redefine the Apprenticeships purpose and value. Improvements made have strengthened our position locally and supported recruitment and provided new opportunities for our existing and new learners.

In March 2023 HOT retained Matrix accreditation and demonstrated an 'increased engagement' with stakeholders and employers to support their understanding of Apprenticeships.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

(4) Support children and families

HOT has developed and delivered a range of community-based services for families with young children in Calderdale for 20 years. These services, operating from a range of Children's Centres and community venues, have mostly been delivered in partnership with Calderdale Council. From July 2014 this has been in the form of a contract which the Trust won via a competitive tender process. The Trust continues to work closely with CMBC through extended contracts. The Trust works with CMBC and other partners in establishing and progressing the work of the Starting Well Board and the preparation of Family Hubs.

As with every business and service, the pandemic had huge impact on us, and during the year under review we continued to rebuild face-to-face services and encouraged families to re-engage with services within the Children's Centres. The impact of the pandemic has been evident especially around the prime areas of learning for children 0-5 years and child and parental mental ill health, with children having to wait a long time for the services they require, for example speech and language therapy, child and adolescent mental health service, so services within the Children's Centre have been adapted to support with meeting these needs. The increase in cost of living has impacted further on the families, with soaring utility costs and food prices adding to the pressure of family life. As such Family Support Teams have seen an unprecedented demand for services, especially around these issues.

Nurseries have been impacted by the crisis in Early Years recruitment, with staff re-assessing their work/life balance and choosing to leave the sector for other jobs. Recruitment and retention of Early Years Practitioners has proved difficult with the number of children attending nursery having to be capped to meet legal requirements. In response to this the Children's Centre Nurseries have employed 13 Early Years Apprentices to grow our own qualified practitioners for the future.

In the year 2022-23:

- 5,392 families were proved with advice and support
- 2,463 families were signposted or given advice about family life issues
- 1,325 families attended our universal groups
- 505 families accessed our holiday activities for families with children aged 0-8 years old
- 281 people have been supported to understand the benefits of breastfeeding and supported to maintain this
- 487 dads/male carers have accessed services
- 548 people have received specific advice and support around their mental ill health
- 241 families have received specific speech and language support/advice
- 1,011 families have received support in their home
- All frontline practitioners have been trained in Every Sleep a Safe Sleep and are now disseminating the key messages to families
- All frontline practitioners have been trained in Reducing Parental Conflict and are now disseminating the key messages to families
- 94% of families felt that by attending Children's Centre services their parenting skills had improved
- 86% of families reported that by attending Children's Centre services their family's health and well-being had improved
- 86% of families reported that by attending Children's Centre services their child's development had improved and they were developing the skills required to be ready for school

As a result of feedback from families and practitioners, it was agreed to trial the "What's On" guide in a new format which is much easier to read and can be used as a wall planner. This has been positively received by all. Our social media platforms are much improved, and we are able to target our most vulnerable families through text messages and phone calls.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

(5) Support and promote health and wellbeing

Staying well, being active and building meaningful social connections has been of paramount importance especially post-Covid and at the peak of the cost of living crisis. The rising costs of fuel, food and other essentials are combining with existing disadvantage, vulnerability and lower incomes are putting many service users at greater risk of both immediate hardship and reduced social and wellbeing opportunities. This has had a direct impact on the emotional and physical wellbeing of service users and their families. The local level impact of the cost of living crisis is expected to drive some households further into poverty and this will have a direct impact on wellbeing. This has led to:

- Poorer mental health and emotional wellbeing - including stress, anxiety and mental health problems
- Wider social impacts on communities - including reduced social cohesion, increased crime, hate-crime, domestic iolence, substance misuse, homelessness and negative impacts on children's education learning and development

Even after the Government's recent interventions to mitigate the impact of rising energy costs, a significant number of service users are currently facing fuel poverty and have struggled to heat their homes this winter. This poses a significant threat to public health and will exacerbate existing health inequalities in already disadvantaged areas such as Calderdale. Our Staying Well hub based at the Hanson Lane Enterprise Centre offer a safe, warm and protected space for service users to escape the uncertainty.

Our Staying Well programme has continued to work collaboratively with a variety of stakeholders to promote wellbeing and social activities within the central Halifax vicinity. The Staying Well team have worked in partnership with the PBSA (Place Based Social Action) community organisers to listen and identify the needs of the local community. This has allowed us to offer a 'community centred' approach. The delivery of service has resumed to face to face delivery with service users. This has been immensely welcomed by both staff and service users. Staying well promotes social inclusion by putting in place mechanisms to tackle social loneliness and isolation. The service users have openly expressed the immense sense of relief and increased benefits to both their mental and physical wellbeing since being able to physically drop in to our sessions in comparison to the limited service provided as a result of government restrictions.

The Arts and Crafts and Knit and Natter groups based at Hanson Lane Enterprise Centre have been popular amongst service users. The groups are 'participant led' meaning that the activities and syllabus are decided by mutual agreement of the participants. The participants regularly attend the weekly sessions and have built social connections amongst other participants. Participants feel an integral part of the group and provide each other with emotional and practical support and guidance. The groups give participants a sense of belonging and something to look forward too. Many participants report feeling safe, protected, and welcomed. As this is a diverse group of different religions, faiths, cultures, and beliefs it allows diverse cultures to come together and promote cross-cultural awareness.

The Staying Well team working collaboratively with the PBSA community organisers have been attending the 'Outback' at Jubilee Children's Centre every Tuesday to support with the community kitchen, distribution of the hot meals and fresh produce. The regular service users have built good rapport with the Staying Well workers. The use of such provisions has increased since the cost of living crisis and increase in gas prices. Service users value this provision and appreciate the support they are receiving. One service in particular reported that she cannot cook a hot meal at home as she does not have cooking facilities e.g., gas cooker. Weekly there has been an increase of service users with new members of the public attending weekly. The fresh produce allows members of the public to eat healthier and to provide them with essential items such as bread, fruit and vegetables.

Staying well has also been promoting physical activities. With the weather improving the Staying Well Wednesday Walking Group has recommenced with our regular walkers. Participants have been keen to exercise and increase their step count. Following the walks, participants have reported an improvement in their emotional and physical wellbeing. Participants have enjoyed having some fresh air, chatting and bird spotting. This has allowed those who feel socially isolated and lonely to come together for the regular walks. Popular walking spaces have been the Outback and Peoples Park.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

The Yaadein (Reminiscence) Group is running with our usual members who come together to reminisce fond memories and experiences. The participants enjoy their weekly social gathering which benefits them interacting face to face with each other; building their confidence and overall improving their mental health. Particularly, post Covid participants are slowly easing their reluctance with mixing with others and combatting their social isolation and loneliness. Many of these participants had to shield during Covid and this had an adverse effect on their emotional wellbeing and health. The participants often discuss/exchange their knowledge regarding health and wellbeing and diet. The participants have discussed positive lifestyle changes with each other to support and motivate each other live healthier, longer lives.

As part of our Community and Wellbeing focus. The aim is to provide support with minimal clinical intervention and in a holistic matter. Therefore, the 'Tandrusti' project has been launched. the Tandrusti programme focuses on non-clinical methods to support the South Asian community in Park ward in becoming healthier and happier through small and manageable lifestyle changes. This project is specifically focusing on raising awareness, prevention and management of Type 2 diabetes. The 'Tandrusti' project is specifically targeting the South Asian community in Park Ward as type 2 diabetes is six times more common in South Asian people.

Partnership Working/Marketing Events:
Central Staying Well Workers supported Healthy Minds Halifax at their annual open day. This was an opportunity to promote the Staying Well project and also get to know the services, activities and groups offered by Healthy Minds. This allows a collaborative working approach and embodies the Halifax Opportunities Trust value of 'we collaborate'.
The Central Staying Well team alongside the PBSA community organisers took part at the International Women's Day 2023 at Kings Centre. This event was organised by Halifax Community Initiative. This opportunity allowed us to promote the Central Staying Well services to members of the public, stake holders, partner agencies and the local authority. The theme of IWD 2023 was 'embracing equality' and creating a 'diverse, equitable, and inclusive' communities. The Staying Well team also had conversations with the positive action team from West Yorkshire Police that are currently promoting recruitment to diversify the policing workforce

Micro commissioning
Since March 2022 the central Staying Well hub has successfully commissioned 18 small local community groups with micro commissioning funding to embed physical activity provisions in the local community, reduce social isolation and loneliness and to support sustainability of local groups post Covid. All micro commissioning funds were approved by a panel consisting of 8 individuals who volunteer, live and work in the local communities and are best placed to make decisions about what will benefit their neighbourhoods. Projects that are funded are required to be inclusive, safe and sustainable. Therefore, the panel are required to be analytical to get the best 'value for money'.

Case study: Staying Well *PW was referred to the Central Halifax Staying Well service by a community nurse in June 2021. The Referrer stated that PW lacks confidence and has feelings of loneliness and isolation. PW initially disclosed that he has a lack of sense of purpose and his days currently do not have much meaning. PW had the aims of making his days more meaningful, active and learning new hobbies/skills. PW initially had social anxiety, low self-esteem and a lack of confidence. These combined barriers meant that it was difficult for PW to build social connections, network and take part in social activities.PW reported feeling detached from the community and did not feel a sense of belonging. Therefore, it was essential Staying Well supported PW in rebuilding his confidence. As PW was referred to staying well during the period of Covid-19 the support that could be offered was limited due to the government restrictions. Initially, staying well offered PW support via the telephone befriending/support service. During this period, PW received regular phone calls of support. The befriender supported PW with understanding the Covid-19 guidance, recognising his hobbies and interests and supported him with his conversation skills. This enabled PW to build his confidence and prepare him for when the restrictions ease. This support acted as an aid to support PW increase his confidence in leaving the house and attend community groups and activities. Over the period of the regular remote support, PW developed a positive relationship and good rapport with the central staying well staff. Consistently a pattern of increased confidence was seen. PW was now more talkative and the reluctance in engaging in conversation had been eradicated. PW was more humorous and looked forward to having a chat with one of the staying well workers.*

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

Throughout the first few weeks of PW receiving befriending calls, we informed PW about the support measures staying well provide and the community groups and activities we can offer. During the conversations with PW we established that PW has an interest in Arts & Crafts. In particularly, a passion for drawing. PW was signposted to the Monday Arts and Crafts group at Hanson Lane Enterprise Centre. PW was greeted at reception by the staying well worker as arranged and showed around the centre. This allowed PW to feel comfortable with his surroundings. PW was confident in making his own way to the group and engaging with people face to face post Covid. The improvement in PW was physically visible with his behaviour and body language. PW felt confident, happy and content.PW was introduced to the Arts and Crafts group by the staying well workers. When PW entered the room, he realised he knew one of the members already. A familiar face supported PW in becoming settled and re-kindling old friendships. PW instantly got involved in the group activities and used his creativity to create colourful and meaningful drawings.PW has consistently been attending the groups and now is a well-established member. PW has built good connections with other members that are not limited to the boundaries of group timings. PW has supported new members integrate by engaging in conversations with them to make them feel welcome. PW often reminisces about his journey from feeling very lonely and isolated initially to his current level of confidence. PW provides words of support to other members of the group.PW enjoys attending the group weekly and will definitely be attending in the foreseeable future. PW has made a positive impact in the group and is a positive asset. PW has reported an increase in both his physical and emotional wellbeing. Travelling to the group allows PW to be more active and have a routine that provide meaning to his days.

The Outback Kitchen and Garden

In 2022-23 the Outback received funding from the Barclays 100x100 Covid-19 Community Aid Package and the WYCA Greener Together Project. These enabled us to increase capacity, offer a wider range of community services and engage with more local people. Through the Barclays funding we created a Community Food Worker post to expand our cooking/food activities, over the course of the year we facilitated Plot to Plate workshops, Taste the Waste sessions and Cooking on a Budget courses. We increased the amount and range of fresh produce grown in the garden and formalised the Outback pop-up shop making fresh seasonal produce available at affordable prices to the local community. All produce grown was sold from the garden or used in cooking sessions/courses. The Outback hosted 10 Greener Together project's workshops and 4 garden open events, the aim of which were to help develop and improve Green Skills. Workshops included vertical and container gardening for small spaces, grow your own, family gardening sessions and foraged wreath making sessions. Overall, the workshops were successful and we exceeded our target number of people to engage with via the Greener Together project.

Between May and November, The Outback was one of 4 community projects nationally to be involved in a research programme led by Leeds Beckett University looking at how Community Organisations are using nature or arts based initiatives to address health inequalities and how these could be scaled up. The project involved a significant amount of community consultation and outcomes demonstrated how valuable a role the Outback garden can play in helping people to improve their health and wellbeing through access to nature and making meaningful connections with others in a safe and welcoming space.

Following the success of the Grow Well Gardening for Wellbeing course that we piloted in 2021-22, we were awarded funding from both NHS Creative Minds and NHS Creativity and Health to offer 3 further courses in 2022-23. Grow Well is aimed at people wanting to improve their mental health and/or confidence through participation in horticultural therapy based activities.

The Tuesday Takeaway community meals continued throughout 2022/23 providing hot, healthy, takeaway meals to local people and Outback volunteers using donated surplus food otherwise destined for landfill. Co-ordinated by our Community Organiser and supported by both the Staying Well and Employment teams, the meals service provides an opportunity to engage with our local community and find out more about the challenges and issues they are experiencing. We have built up a strong volunteer support in the kitchen for the meal preparation which helps people to gain skills and experience of working in a kitchen environment.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

External use of the Outback increased throughout the year, generating an income and enabling more people to benefit from the space. Community groups using the space regularly include The Halifax Academy, Warley Road Primary Academy, Noah's Ark, the Calderdale and Kirklees Recovery College, Time Out/Healthy Minds, the Calderdale Specialist Inclusion Team and the Calderdale Baha'I's.

The twice weekly adult volunteer gardening sessions remained very well attended in 2022-23 and sessions were at full capacity for much of the year. The support provided by volunteers had a positive impact on the garden, improving growing space and creating areas of interest. New developments through volunteer support included the addition of a wildflower meadow area, the installation of a second beehive, completion of 'The Hive' room, repair and refurbishment of vegetable beds, creation of a children's den building/play area and bug hotel, improved composting and leaf mould bays and more annual and perennial flowers all around the garden. The volunteering sessions help people to increase their gardening knowledge and skills, however our volunteers tell us that the main benefit they get from coming to the Outback is the positive impact that it has on their health and wellbeing and the connections they make with other people.

(6) Support inclusive integration of new arrivals to the UK

The period 2022/2023 has been busy and exceptionally interesting with an array of activities delivered across the year. Delivery has included the following:

Connecting Opportunities programme - working with new migrants to develop their skills & opportunities to find work & be part of the local community (funded by ESF & national Lottery's Community Fund)

Calderdale Adult Learning (CAL) ESOL and IT programmes

Vulnerable Persons Resettlement Scheme - UK Government relocation Scheme

DCLG (Together Calderdale) - Department for Communities & Local Government (ESOL/Integration programme)

Multiply programme - New Government funded initiative to help adults improve their numeracy skills

ESOL Integration VCS (Ukraine Scheme) - ESOL & Integration support

Impact of cost of living crisis on Inclusive Integration clients

Although the main focus of support has been on English language learning, befriending, integration & employability support, we have seen this year an increase in the number of people requiring financial support as a result of the cost of living crisis. The people we work with, and support are often the most economically and socially disadvantaged in society and the cost of living crisis has increased this disadvantage significantly.
In response our inclusive integration, employment and well-being teams have pulled together even more to provide critical support to the most vulnerable in our society. A key part of this has been to ensure people with limited English communication skills have been given the opportunity to develop these and are able to navigate the complex post covid world where a large proportion of direct service delivery has moved online.

A key highlight of this year has been the success of our ESOL learners who have achieved fantastic results in their examinations with just over 94% of participants passing. This has motivated learners to progress onto further education/courses.

In total 240 participants were engaged in the period 20222/2023 and a total of 223 qualifications have been achieved covering ESOL and vocational areas. The vocational areas included; L3 award in Education and Training, Level 2 Food Safety, Level 3 Paediatric First Aid.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

Workshops/Integration activities:
This period has most likely been the busiest in terms of delivery of workshops, integration visits and activities. Participants took part in a number of activities and workshops that have benefitted and enhanced their prospects of employability, confidence building, networking, and social inclusion skills. Some of these are:

- CO Household Budgeting Workshop delivered in both Calderdale & Kirklees
- Participation in Flavour Fest allowed our service users test new start up business ideas.
- HOT Inclusion & Integration Team teamed up with the charity 'Three Hands' and Lloyds Bank to offer an online workshop regarding customers experiences of digital exclusion in the banking sector. The focus was on how to make digital services more inclusive.
- Integration and wellbeing visit to Scarborough Beach
- Women in entrepreneurship - Facilitated workshops to introduce women in entrepreneurship as part of International Women's Day. Focus on encouraging women to explore entrepreneurship.
- International Women's Day - #Break the Bias - Celebration event designed by HOT ESOL learners. A great networking event showcasing the work of ESOL CO & listening to stories from local women including entrepreneurs & types of challenges faced.
- Yorkshire Water outreach teams delivered information sessions at a number of drop in sessions in order to raise awareness of water schemes to save households money on their water bills.
- Houses of parliament visit - CO ended on a high with a visit to the Houses of Parliament. CO participants travelled to London Kings Cross and gained the experience and knowledge required to travel independently to London via rail. Following the tour, participants had a Q & A with the MP for Halifax, Holly Lynch. Participants had the opportunity to learn more about Holly's role and to ask a number of pertinent questions.
- Citizen's Advice Bureau Workshop - All ESOL learners attended workshops delivered in partnership with the Citizens' Advice Bureau (CAB) at Hanson Lane Enterprise Centre. The workshop was introduced as part of support measures for the on-going 'cost of living crisis' as the emergence of participants falling into debt (especially with increased utility costs) causing a profound impact on households. available to them
- Halifax Opportunities Trust's Graduation Ceremony for all our participants

(7) Leadership, governance, and central support functions

Governance

Underpinning the outward-facing work of the Trust is a central services team and a board of trustees whose role is to ensure that the leadership and operational aspect of HOT is of high quality. In the year under review, a new trustee (Shebana Sadiq) was elected into post. It was agreed at the AGM that Hilary Barber's tenure as trustee (and Chair) would be extended for 3 years using the special provision in the Trust's Articles of Association, in order to ensure stability at a time of change for the Trust. Trustees underwent 'bite-size training' at their board meetings on the following subjects: Conflicts of Interest; Making Decisions; What to Send to the Charity Commission; Safeguarding. This ensures that trustees are fully aware of their legal duties and the specific issues that they need to focus upon.

Staffing and professional development

HOT's HR team is always looking for ways to benefit the charity and improve its processes in order to create an effective working environment. With this in mind in December 2022 we decided to change the way we operate to make sure we deal with all the services we provide in a more productive and efficient way. All queries would be sent to the team via email and queries to be dealt with within 24 hours. The human resources department is responsible for many different things and therefore good communication is essential for the HR team to run smoothly. Our new approach will improve HR practice and ensure greater efficiency and accuracy.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

(7) Leadership, governance, and central support functions

A HOT Health and Wellbeing Strategy has been devised and shared with our employee representatives and the aims agreed are to:

- Make a commitment to take what action we can to improve overall wellbeing of our diverse workforce to allow everyone to flourish in all aspects of their life
- Embed wellbeing as a central part of our strategic priorities for our leaders and ensure that we are all aware of our statutory obligations
- Be identified as an employer of choice who cares about wellbeing and recognises the role wellbeing can play such as improving productivity and ways of working
- Provide impactful wellbeing support based of the needs of our staff, using a collaborative and enterprising approach

Mental Health Training e-learning module has now become part of our mandatory training and has been implemented into all inductions.

Quality assurance/systems and processes

In November 2022 Halifax Opportunities Trust was accredited within the Contractors Health and Safety Assessment Scheme (CHAS) having demonstrated compliance with and sound management of current health and safety legislation.

December 2022 HOT has successfully secured accreditation for Cyber Essentials. The certification demonstrates that we take data security seriously and we give our customers the confidence and assurance that we are working to a recognised level.

Marketing

2022 brought back face-to-face activities and events, after the restrictions and cautiousness of COVID lifted. This meant that the marketing team was not only involved with strategic activity but had a heavy schedule of activities and programs to promote and support across all areas of the Trust.
The marketing strategy for 2022-2023 continued to focus on awareness building and support of service delivery, with a key aim to position the Trust as a professional organisation that is dedicated to grassroots projects. To support this, brand guidelines were re-addressed and improved to ensure consistent branding and messaging across all delivery areas. More strategically, the marketing team has been heavily involved in ensuring awareness and uptake grows for the Elsie Whiteley Innovation Centre, Learning and Apprenticeships and the Trust itself.

Key EWIC highlights include:

- Value Proposition development and implementation - supporting the Centre with a 30% increase in income and record occupancy rates of 90%
- Continuous improvements to the EWIC website - driving leads to the website organically rather than with paid SEO, through a new blog page and social media strategy - leading to a 51% increase in website sessions and a 42% increase in users YoY (April-April)
- Revised Co-working SLA that offers monthly subscription for flexible working memberships and clearly identifies the customer journey and lifecycle, from starting out to seasoned pro'- this has boosted virtual office uptake and income

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

Key Apprenticeships highlights include:

- Development of the provision's purpose - supporting a more focused approach to delivery and identifying core areas of focus
- Development and implementation of Employer and Learner toolkits/prospectus - reinforcing branding and underpinning benefits and value of the provision
- Implementation of marketing strategy to support the provision's approach to employer and apprentice recruitment, as well as collaboration opportunities for funding/levy transfers.

Key Trust-wide highlights include:

- The co-ordination, promotion and delivery of HOT's inaugural Opportunities Event. Held at EWIC, the event took place to raise awareness of the many ways HOT supports people, either through volunteering, training, employment or employability. This event saw approx. 70 visitors with 8 local employers hosting stands at the event with overall sentiment being positive.
- Marketing and communications strategy implemented - giving the function a focused and pro-active approach across all platforms, delivery areas and activities.
- Branding and messaging refined to ensure consistency, authenticity and professionalism, while allowing brand personalities of each delivery area to shine through.

In conclusion, the strategy has been effectively implemented for 2022 with external communications taking on a much more cohesive and succinct approach - especially evident via social media and the Trust's website. Awareness is increased, with over five headlines in local and regional publications and website users and sessions around 40% higher Year on Year.

Future Commitments

The Children's Centre contract forms the major source of future commitments/liabilities for the Charity, in relation to the defined benefit pension scheme for TUPE'd staff who were originally employed by Calderdale council. The current contract is due to finish on 31st March 2024. HOT has met the level of required pension contributions since it took on the contract in 2014 and therefore has met all its obligations in terms of keeping the scheme adequately financed. As at 31 March 2023 under the FRS 102 (LGPS funded benefits) disclosure requirement, the Charity has recognised a much-reduced pension liability on the balance sheet of £87,000 in relation to the Children's Centre contract (see note 22 of the financial statements for further details). This is the difference between the fair value of the assets and the present value of the defined benefit obligation as valued under FRS 102 and using the assumptions presented to the Trustees in the actuary's report.

The FRS 102 deficit shown as at 31 March 2023 is a snapshot at a point in time and the deficit disclosed in our accounts is not reflective of our ongoing obligations under the Scheme. These are assessed every 3 years as part of the triennial actuarial valuation process. As at the last actuarial valuation carried out as at 31 March 2022 we were 104.9% funded with a surplus £188,000. We are also defined as a 'subsumption body' in the Scheme which reflects a guarantee provided by Calderdale Council which means that should we exit the scheme at any point any liability due would be picked up ("Subsumed") by the Council. The Trust will continue to make contributions at the agreed rate to fund the pensions being built up. This year, the Trust was able to include significant current assets to the balance sheet, in the form of two 125-year leases for Hanson Lane Enterprise Centre and The Outback Kitchen & Garden respectively. In addition, a 125-year lease for the Elsie Whiteley Innovation Centre is imminent (subject to finalising a technical detail between Calderdale council and Homes England) which will add a further £3m asset.

FINANCIAL REVIEW

Financial position

The Group is reporting net operating expenditure of £93,289 for the year ended 31 March 2023, before movement on the pension scheme.

Following recognition of the positive actuarial movement on the defined benefit pension scheme of £1,498,000. The Group is showing total net income for the year of £1,404,711.

The Group receives funding from a range of sources including local and national government contracts, local and national government grants, grant income from Trusts and Foundations as well as generation of its own income via its subsidiary company. The Trustees have adopted diversification of income streams to mitigate the risks around sustainable income sources.

Details of the specific grants received by the Group are included in note 2 of the accounts and the results of the two trading subsidiaries are included in note 15 of the accounts. The income sources of the Charity's restricted funds are included in note 21 of the accounts.

Investment policy and objectives

Under the Memorandum and Articles of Association the trustees have the power to make any investment they see fit. During the year under review the trustees have chosen to hold the surplus funds of the Charity in the bank account with Unity Trust Bank PLC. These are held in current accounts in order to facilitate the day to day operations of the Charity. £710,000 of the Trust's funds are held in an interest-bearing current account with Unity Trust Bank in order to maximise income from the Trust's surplus funds and to meet the fiduciary requirement of the trustee board.

Reserves policy - Charity

Reserves are required by the Charity because there is a need to match variable future income with fixed commitments, grants are often received after the relevant expenditure has been paid out, and the Trust at times supports certain projects beyond the life of specific funding or bridges between contracts. The policy agreed by the Board of Trustees is described below:

The HOT Board have agreed to determine the target level of reserves using the following approach:

50% of all non-Children's Centre salaries PLUS all current contractual payment commitments. The reserves levels will be reviewed each year when budgeting is being carried out and will therefore fluctuate as salary costs increase/decrease and contractual commitments increase/decrease. Based on this Policy, the target level of reserves for 2023/24 was £646,422

Unrestricted general reserves as of 31st March 2023 were actually £410,126.

The trustees have designated £150,000 of these reserves towards the housing investment fund, the 'free' reserves therefore total £260,126 at the year end.

Going concern

Based on a high level of secured contractual and grant income and unrestricted free reserves of £260,126, the Trustees are confident that Halifax Opportunities Trust can continue as a going concern.

FUTURE PLANS

(1) Support enterprise, business start-up and growth

We have set targets to continue with high levels of occupancy at both sites (above 90%) through a plan of inward investment to maintain and improve our offers and remain the local market leader in office and conferencing space. We plan to grow flexible working packages through targeted marketing and grow conference revenue with potential new deals aimed at specific historical low-occupancy times. We shall be investigating savings on expenditure without sacrificing quality, including green technologies for environmental impact and potential savings.

(2) Help local people into employment

Next year we will be turning our priorities to securing funding for 2024 onwards to secure the team and hope that the UKSPF People & Skills pillar will bring some opportunities for this. We will continue to strengthen local partnerships to deliver our holistic model. Key stand out projects will be the formal launch of our Youth Mentoring partnership with The Halifax Academy and a major recruitment event for the NHS (dependent on NHS capacity). Throughout the year, we will continue to provide our services to the community while shaping that support to the changing landscape that includes the cost of living crisis.

(3) Support and deliver work-based learning and personal development

Now that we have addressed quality and performance issues, our aim is for the apprenticeship provision to be financially sustainable and start generating income for HOT in support of enhancing social value. We will continue with the commercial development of our SEN training programme to address areas for professional development of the early years workforce and those working in education (teacher assistant apprentices). We plan to grow Apprenticeships provision in line with Sustainability Through Skills approach to achieve a path to a greener society and continue to develop our employer engagement. We will consider alternative ways of engaging which so far have provided a quality experience for both learners and employers. We'll continue to tackle the skills shortage in the early years sector. Finally, we are implementing an in-house platform which allows all aspects of Apprenticeship delivery to be managed in a single system, improving efficiency, effectiveness and robustness of our provision.

(4) Support children and families

These are the key areas of activity over the coming year for this service:

Recommissioning of the service: The process for recommissioning the Children's Centre service will take place in the next 12 months, with an expectation of a new contract being awarded for a 5-year period commencing 1st April 2024.

Family Hubs: HOT are part of the Starting Well Board, which is overseeing the development of Family Hubs in Calderdale. It is yet to be established whether the Children's Centre specification for the new contract will be aligned to the Family Hub agenda.

Parent Champions: We plan to expand the current successful Parent Champion program to parents who have received a service for perinatal support, who are now in a position to volunteer and provide peer to peer support to other families in the perinatal period.

Stay and Play: We plan to change the venue for Stay and Play in Sowerby Bridge, due to low attendance and through consultation families have told us they do not like to push prams up the hill - so we plan to relaunch the group with a change of venue to a more central area with increased parental input to the design and delivery of the group.

Speech and Language: We plan to review the sessions we offer due to increased demand, looking at delivering additional sessions and further training for all teams.

Cute Fruit/Sugar Smart: All centres will be re-registered for the newly named "Sugar Start" accreditation (formerly Cute Fruit).

FUTURE PLANS

Musical minds: An existing group has been redesigned to encourage children's speech, language and communication development through the use of music, singing and rhymes. As part of attending this group families will be encouraged to read more to their children and engage in library services through the gifting of a free Book Trust pack, with important messages around communication.

(5) Support and promote health and wellbeing

The future of delivery in the 'community and wellbeing' sector is looking positive with the huge importance that is being given to public health.

The community organising (Place Based Social Action) project will continue until March 2025, enabling people to come together to act around their common concerns, overcome social injustice and build their collective power to bring about positive change.

In partnership with local NHS provision, Staying Well will deliver 10 type-2 diabetes awareness workshops under the 'Tandrusti' project. The 'Tandrusti' project will engage 60 BAME women and equip them with the knowledge and skills required around management, prevention and the diet based around Type 2 diabetes. The knowledge exchanged during the workshops will be shared by the participant to their families and social groups therefore allowing the project to be sustainable and have a much wider effect on the local communities.

Staying Well will be recruiting additional panel members for the micro commissioning funding. This will allow us to diversify the bank of panel members and offer a more accurate representation of the local communities. Therefore, allowing the distribution of funding to be more effective to the local community.

This year we are looking at securing some longer-term funding for the Outback and increase income generation to help cover salaries and running costs.

We will also continue to develop and improve sustainable practices in the garden, including doubling the amount of composting we do on site and installing solar power to The Hive Building.

To help address the issues caused by the rising cost of living, we plan to develop the Tuesday Takeaway meals services into a food pantry model, which will make fresh produce and pantry products available to the local community at affordable prices.

(6) Support inclusive integration of new arrivals to the UK

Sadly, our main Inclusive integration project Connecting Opportunities finished in March 2023 after 5 years. This has left a significant void in integration support for some of the most vulnerable communities in Calderdale. Demand remains high as we currently have a waiting list for ESOL support. We are currently looking for additional sources of funding to sustain our inclusive integration work. One of the main sources of funding for this type of work used to be European Commission, due to Brexit this has now stopped. The government did make a commitment to replace European funding but so far, the amount made available is considerably less than funding it is meant to replace. There also appears to be a lessened focus around inclusion and integration. We are in a position to sustain our work in this key area for at least another year albeit in a much-reduced way. This does however provide us with much needed time to secure other sources of funding and hopefully by then the government will have stabilised the post-Brexit funding landscape.

(7) New areas of delivery

The Trust is progressing its ambitions to purchase and renovate empty houses in Park ward, albeit more slowly than hoped for. We have secured funding via Greener Together and have identifies one suitable property. We are exploring joint ownership with the Women's Centre. Should that not be feasible, we will lease the property to the Centre which will manage it on our behalf and use it to house women on their waiting list.

FUTURE PLANS

(7) New areas of delivery

Our second ambitious project, to create a community hub is progressing steadily. We commissioned a RIBA Stage 1 design and a budget estimation based on the design. This indicates that for a fairly modest renovation the cost will eb in the region of £6.5m. Although high, this target is achievable as there are several suitable capital funds available. A business plan was invited and submitted to the council, with a decision likely in November 2023. This is a hugely exciting project for the Trust as it could lead to the re-establishment of a widely supported & needed community hub in the heart of Park ward.

The last area of capital development is around Hanson Lane Enterprise Centre. Once the community hub has been secured, we anticipate that HOT staff will move into the hub, and we will probably wish to redevelop the building which currently functions as our based for community projects. Various ideas have been proposed and these will be refined by the EWIC Ltd board over the next year, so we have an 'oven ready' plan.

These are all ambitious capital projects requiring external finance (including loan finance) and external specialist advice; therefore, a robust, steady, risk-based approach is being taken.

(8) Governance, Management and Central Services

HR and staffing

Recruitment has been difficult over the past 12 months with vacancies proving hard to fill especially within the early years sector. We have experienced low number of applications in general and insufficient numbers of suitably skilled applicants.

We are to implement a marketing recruitment strategy which will help us to attract the right job applicants. The recruitment marketing strategy will be about leveraging marketing tactics to find, engage and convert the best talent for Halifax Opportunities Trust and help us to get more qualified applicants for our postings.

We will also look at the candidate experience and review our recruitment process. Positive candidate experiences can lead to increased referrals and positive word-of-mouth on social media. We have already applied an online application form to our website as changes in technology and recruitment automation will make a huge impact on the way we hire. We need to adapt and evolve to stay ahead of our competitors. Marketing and HR are to work on an EVP (Employee Value Proposition). A well-rounded EVP can sharpen the identity and culture of HOT, strengthen our employer brand, and facilitate better recruitment overall.

A new role will be recruited in 2023, a Chief Operating Officer to support the CEO who will be reducing her hours to 60% towards the end of the year.

Marketing

The Marketing strategy for 2023 is to celebrate and look forward. 2023 marks our 21st anniversary, which brings opportunity to reflect and celebrate our impact over the past two decades. More importantly it gives opportunity to commemorate and acknowledge the individuals who have contributed to the achievements of the Trust.

People, therefore, are part of HOT's core communications activity for 2023; ensuring the individuals and groups we work with have familiarity with HOT as a community anchor.

Our 21st Birthday celebrations will drive a lot of the marketing activity for 2023, not only in what the Trust communicates, but in its strategic vision for the next 21 years and beyond. The marketing strategy will consider plans for carbon reduction, digital transformation and place-based delivery that support the Trust in remaining relevant, accessible, and authentic.

Quality and Systems

We will be working towards retention of all our current quality marks (Quality for Health & Wellbeing; Matrix; Ofsted; CHAS, Cyber Essentials). In 2023/4 we are looking to extend the scope of Matrix accreditation in 2024 to include the children's centres in order to formally recognise the quality of information, advice and guidance provided through our family support service.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Halifax Opportunities Trust, was incorporated in 2000, achieved charitable status in 2002 and has been operational since April 2002. It is a membership organisation, and its trustees are elected from its membership as laid out in the Memorandum and Articles of Association. The Trust can also co-opt trustees to sit on its board but currently is not using this option.

HOT has two commercial properties on long term peppercorn leases from the local council. They are used as a base for HOT's charitable activities and are also let to local businesses to promote and encourage local business growth. The property interests are managed by a wholly owned subsidiary company, Elsie Whiteley Innovation Centre Ltd. For this reason, HOT produces consolidated accounts.

Governance

HOT is a registered charity and a company limited by guarantee. Board members are therefore both trustees of the charity and company directors. There are currently thirteen trustees.

Elected trustees serve for a maximum of fifteen years and the co-opted trustees are co-opted annually. Elected trustees are elected by the HOT membership at the AGM. Co-opted trustees are appointed by the Board. All new trustees receive an induction pack and complete a register of interest document. They are also provided with opportunities for governance and sector specific training and development.

The charity's board and the EWIC Ltd board meet quarterly. In addition to these meetings there is a Finance and HR Sub Committee and a Risk and Governance Committee. Special purpose task and finish groups are formed to meet specific needs. These meetings take place between formal board meetings to explore issues in depth and help trustees and directors better understand the changing environment in which the organisation operates. Any such groups report back to the full Board. Currently there are a Buildings Sub Committee, a Children's Centre Sub Committee, and an Apprenticeships Sub Committee.

An annual away day is held for trustees and staff at which future direction and priorities are agreed. The Strategy Plan is reviewed annually, and each team produces a short business plan which outlines key activities for the year ahead. KPI's are drawn from these plans and are used as the basis for performance management within the organisation.

Management

There is an experienced senior management team of seven at the core of the organisation that meets monthly to plan pan-organisational operational activity. The team is led by the Chief Executive. The Chief Executive and the senior managers report directly to the Board at the quarterly charity and subsidiary board meetings. They produce written exception, risk and recommendation reports for these meetings and attend to respond to questions and provide further information as required. The senior team attend regular training and personal development opportunities to ensure they are keeping their professional development up to date.

Risk management

The trustees agreed a Risk Management Plan for 2022/23 and have agreed the plan for the forthcoming year 2023/24. The Plan describes HOT's approach to risk management and assesses the strategic risks for the organisation, based on Charity Commission guidelines and using a RAG system. Red (high level) risks are dealt with immediately, with Amber being dealt with as soon as possible. Risks highlighted for 2022/23 were all mitigated or negated within the year under review. Detailed scrutiny of the risk plan, including emerging risks identified by SMT, is delegated to the Risk and Governance Committee. This Committee agrees and summarises key risks which are then presented to the full board.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Company limited by guarantee
Halifax Opportunities Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such an amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
04089288 (England and Wales)

Registered Charity number
1086183

Registered office
Hanson Lane Enterprise Centre
Hanson Lane
Halifax
West Yorkshire
HX1 5PG

Trustees
H J Barber
L Burrows
R J Craven
A Hamid
R Hemblys (resigned 10/11/22)
H L Hunter
S Hussain
T Male
J McMullen (resigned 22/4/22)
S E Morrell
C J Pinder
A K Qureshi
G Rhodes
S Sadiq (appointed 17/11/22)
M E Stead (resigned 24/4/22)
R M Sweeney

The following trustees hold the office of:

Chair	-	H Barber
Vice Chair	-	R J Craven
Treasurer	-	R Hembleys (to 10/11/22)
	-	L Burrows (from 10/11/22)

Company Secretary
A Haskins

REFERENCE AND ADMINISTRATIVE DETAILS

Auditors
BK Plus Audit Ltd
Statutory Auditor
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

Bankers
Unity Trust Bank
9 Brindleyplace
Birmingham
B1 2HB

Solicitors
Finn Gledhill
1 - 4 Harrison Road
Halifax
West Yorkshire
HX1 2AG

Service address
Elsie Whiteley Innovation Centre
Hopwood Lane
Halifax
West Yorkshire
HX1 5ER

Chief Executive
A Haskins

Senior Management team

S Nazar	-	Group Finance Lead
J Bell	-	Business Centres Lead
A Hussain	-	Programmes Lead
C Parkinson	-	Children and Families Lead
F Gilling	-	Marketing and Communications Lead
M Ciewiertnia	-	Quality and Systems Lead

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Halifax Opportunities Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

STATEMENT OF TRUSTEES' RESPONSIBILITIES – continued

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 those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 auditors are 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 auditors are aware of that information.

AUDITORS

The auditors, BK Plus Audit Ltd (formerly Riley and Co Ltd), will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 16/11/23 and signed on its behalf by:

H.J. Barber

H J Barber - Trustee

Opinion

We have audited the financial statements of Halifax Opportunities Trust (the 'parent charitable company') for the year ended 31st March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the parent charitable company's affairs as at 31st March 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the parent 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 the provisions available for small entities, in the circumstances set out in note 23 to the financial statements, 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.

Material uncertainty relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's 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 take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the parent 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 parent 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities, and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the industry sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Ensured laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was a susceptibility to fraud, their knowledge of actual, suspected, and alleged fraud;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the company's remuneration policies.

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risks of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 parent charitable company's members those matters we are required to state to them in an auditors' 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.

Victoria Atkinson BA FCA (Senior Statutory Auditor)
for and on behalf of BK Plus Audit Ltd
Statutory Auditor
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

Date: 7 December 2023

HALIFAX OPPORTUNITIES TRUST
Statement of Consolidated Financial Activities
(Incorporating a Consolidated Income and Expenditure Account)
for the Year Ended 31st March 2023

	Notes	Unrestricted funds £	Restricted funds £	31/3/23 Total funds £	31/3/22 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	108,275	-	108,275	117,224
Charitable activities	4				
Provision of employment, education, and training		100,045	557,305	657,350	707,897
Provision of childcare and family support		2,299,080	526,760	2,825,840	2,835,269
Promoting health and wellbeing		67,655	117,310	184,965	166,003
Management, administration, and membership		100,238	-	100,238	37,524
Other trading activities	5	675,907	-	675,907	549,682
Investment income	3	8,676	-	8,676	91
Total		3,359,876	1,201,375	4,561,251	4,413,690
EXPENDITURE ON					
Charitable activities	6				
Provision of employment, education, and training		137,508	566,212	703,720	750,487
Provision of childcare and family support		2,058,410	526,106	2,584,516	2,843,689
Promoting health and wellbeing		143,133	109,234	252,367	269,352
Management, administration, and membership		430,271	-	430,271	78,630
Governance costs		45,762	-	45,762	52,909
Other trading activities		634,708	-	634,708	459,356
Total		3,449,792	1,201,552	4,651,344	4,454,423
NET INCOME/(EXPENDITURE)		(89,916)	(177)	(90,093)	(40,733)
Taxation		(3,196)	-	(3,196)	(2,917)
Transfers between funds	20	(37,351)	37,351	-	-
Other recognised gains/(losses)					
Gains on revaluation of fixed assets		-	-	-	1,350,000
Actuarial gains on defined benefit schemes		1,498,000	-	1,498,000	974,000
Net movement in funds		1,367,537	37,174	1,404,711	2,280,350
RECONCILIATION OF FUNDS					
Total funds brought forward		868,382	(29,623)	838,759	(1,441,591)
TOTAL FUNDS CARRIED FORWARD		**2,235,919**	**7,551**	**2,243,470**	**838,759**

The notes form part of these financial statements

HALIFAX OPPORTUNITIES TRUST (REGISTERED NUMBER: 04089288)
Group and Charity Balance Sheet
31st March 2023

	Notes	GROUP 31/3/23 £	GROUP 31/3/22 £	£	CHARITY 31/3/23 £	CHARITY 31/3/22 £
FIXED ASSETS						
Tangible Assets	14	1,543,029	1,528,477		1,357,956	1,359,784
Investments	15	-	-		101	101
		1,543,029	1,528.477		1,358,057	1,359,885
CURRENT ASSETS						
Debtors	16	484,730	157,496		588,288	151,620
Cash at bank and in hand		1,289,720	1,545,412		1,016,556	1,347,423
		1,774,450	1,702,908		1,604,844	1,499,043
CREDITORS						
Amounts falling due within one year	17	(952,225)	(776,038)		(793,080)	(632,167)
PROVISION FOR LIABILITIES	19	(34,784)	(31,588)		-	-
NET CURRENT ASSETS		787,441	895,282		811,764	866,876
NET ASSETS EXCLUDING PENSION SCHEME LIABILITY		2,330,470	2,423,759		2,169,821	2,226,761
PENSION LIABILITY	22	(87,000)	(1,585,000)		(87,000)	(1,585,000)
NET ASSETS		**2,243,470**	**838,759**		**2,082,821**	**641,761**
FUNDS						
Unrestricted funds	21	833,719	1,103,382		260,126	559,626
Designated funds	21	150,000	-		150,000	-
Pension reserve	21	(87,000)	(1,585,000)		(87,000)	(1,585,000)
Revaluation reserve	21	1,339,200	1,350,000		1,339,200	1,350,000
		2,235,919	868,382		1,662,326	324,626
Restricted funds	21	7,551	(29,623)		420,495	317,135
TOTAL FUNDS		**2,243,470**	**838,759**		**2,082,821**	**641,761**

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 16/11/23 and were signed on its behalf by:

H.J. Barber ..... H J Barber - Trustee

The notes form part of these financial statements

HALIFAX OPPORTUNITIES TRUST
Consolidated Cash Flow Statement
for the Year Ended 31st March 2023

	Notes	31/3/23 £	31/3/22 £
Cash flows from operating activities			
Cash generated from operations	1	(175,207)	153,855
Tax paid		(3,196)	(2,917)
Net cash (used in)/provided by operating activities		(178,403)	150,938
Cash flows from investing activities			
Purchase of tangible fixed assets		(85,965)	(54,332)
Interest received		8,676	91
Net cash (used in)/provided by investing activities		(77,289)	(54,241)
Change in cash and cash equivalents in the reporting period		(255,692)	96,697
Cash and cash equivalents at the beginning of the reporting period		1,545,412	1,448,715
Cash and cash equivalents at the end of the reporting period		1,289,720	1,545,412

The notes form part of these financial statements

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31/3/23 £	31/3/22 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(90,093)	(40,733)
Adjustments for:		
Depreciation charges	71,413	64,494
Interest received	(8,676)	(91)
(Increase)/decrease in debtors	(327,234)	(1,066)
Increase in creditors	179,383	131,251
Net cash (used in)/provided by operations	(175,207)	153,855

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/22 £	Cash flow £	At 31/3/23 £
Net cash			
Cash at bank and in hand	1,545,412	(255,692)	1,289,720
	1,545,412	(255,692)	1,289,720
Total	1,545,412	(255,692)	1,289,720

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Group financial statements

The Statement of Financial Activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis. The Charity has availed itself of Paragraph 3 (3) of Schedule 4 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA or Income and Expenditure Account have been presented for the Charity alone as permitted by section 230 of the Companies Act 2006 and paragraph 327 of the SORP.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

Grants where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Grants, including government grants, are credited to deferred income. Grants towards capital expenditure are released to the SoFA over the expected useful life of the assets. Grants towards revenue expenditure are released to the SoFA as the related expenditure is incurred.

Income from investments is included in the year in which it is receivable.

Income from activities for generating funds relates to property management income generated by the charity's trading subsidiaries.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

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

Redundancy costs

Redundancy costs are charged in the Statement of Financial Activities in the year in which the employees leave employment.

continued...

1. ACCOUNTING POLICIES - continued

Grants

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold property	-	Over the term of the lease
Office equipment	-	15% on cost
Motor vehicles	-	33% on cost
Computer equipment	-	33% on cost

The charity capitalises all asset purchases over £2,000.

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.

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.

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.

Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

continued...

1. ACCOUNTING POLICIES - continued

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds have been designated for specific purposes by the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of any restricted fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity participates in a defined benefit pension schemes for its employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if the benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are re-measured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and the expected return on assets are shown as a net amount as other finance cost or income. Net pension finance costs are allocated to appropriate resources expended categories in the SoFA. Actuarial gains and losses are recognised based on the latest actuarial valuation.

Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme deficit is recognised in full on the balance sheet.

Defined contribution pension schemes

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

continued...

2. DONATIONS AND LEGACIES

	31/3/23	31/3/22
	£	£
Donations	618	6,491
Grants	107,657	110,733
	108,275	117,224

Grants received, included in the above, are as follows:

	31/3/23	31/3/22
	£	£
ESOL : Syrian Families	-	31,284
National Milk Grant Scheme	2,835	1,461
Staying Well Project	104,822	77,988
	107,657	110,733

3. INVESTMENT INCOME

	31/3/23	31/3/22
	£	£
Bank interest receivable	8,676	91

4. INCOME FROM CHARITABLE ACTIVITIES

	31/3/23	31/3/22
	£	£
Charitable activities income:		
Provision of employment, education, and training services	657,350	707,897
Provision of childcare and family support services	2,825,840	2,835,269
Promoting health and wellbeing	184,965	166,003
Management fees received from subsidiary company's		
Management, administration, and membership	100,238	37,524
	3,768,393	3,746,693

5. INCOME FROM TRADING ACTIVITIES

	31/3/23	31/3/22
	£	£
Income from Trading Subsidiary		
HOT Enterprises Limited	675,907	549,682
	675,907	549,682

continued...

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 7)	Grant funding of activities (see note 8)	Support costs (see note 9)	Totals
	£	£	£	£
Provision of employment, education, & training	703,720	-	-	703,720
Provision of childcare and family support	2,584,516	-	-	2,584,516
Promoting health and wellbeing	252,367	-	-	252,367
Management, administration, & membership	80,740	58,100	291,431	430,271
Governance costs	-	-	45,762	45,762
	3,621,343	58,100	337,193	4,016,636

7. DIRECT COSTS OF CHARITABLE ACTIVITIES

	31/3/23	31/3/22
	£	£
Staff costs	2,888,350	2,886,808
Rates and water	5,480	5,642
Insurance	29,853	21,091
Light and heat	50,027	19,679
Telephone	50,511	45,419
Postage and stationery	47,950	37,433
Advertising	9,544	4,574
Sundries	26,571	26,754
Rent and room hire	10,453	1,638
Repairs and maintenance	87,102	101,729
Course costs	94,713	54,548
Training and conferences	12,477	6,761
Staff and volunteer costs	52,363	70,257
Motor and travel expenses	27,447	14,505
Bad debts	78	(8)
Surestart costs	139,494	221,442
Irrecoverable VAT	17,437	7,042
Legal and professional fees	31,277	10,111
Bookkeeping and accountancy	9,513	10,865
Bank charges	4,212	2,496
Depreciation	26,491	24,978
	3,621,343	3,573,764

8. GRANTS PAYABLE

	31/3/23	31/3/22
	£	£
Management, administration, and membership	58,100	104,376

The total grants paid to institutions during the year was as follows:

	31/3/23	31/3/22
	£	£
Kickstart grants to employers	58,100	104,376

continued...

9. SUPPORT COSTS

	Management	Finance	Other	Governance costs	Totals
	£	£	£	£	£
Management, administration, and membership	46,178	183,874	61,379	-	291,431
Governance costs	-	-	-	45,762	45,762
	46,178	183,874	61,379	45,762	337,193

Included within the other support costs, social security heading, is the HMRC national insurance rebate for each financial year.

Support costs, included in the above, are as follows:

Management

	31/3/23 Management, administration and membership	31/3/22 Total activities
	£	£
Wages	40,637	38,156
Social security	4,389	4,122
Pensions	1,152	1,135
	46,178	43,413

Finance

	31/3/23 Management, administration and membership	31/3/22 Total activities
	£	£
Wages	160,424	146,479
Social security	13,937	11,777
Pensions	9,513	8,525
	183,874	166,781

continued...

9. **SUPPORT COSTS - continued**

Other

	31/3/23 Management, administration and membership	31/3/22 Total activities
	£	£
Wages	54,958	49,078
Social security	6,476	5,053
Pensions	(55)	(307)
	61,379	53,824

Governance costs

	31/3/23 Governance costs	31/3/22 Total activities
	£	£
Auditors' remuneration	8,030	6,999
Legal fees	37,732	45,910
	45,762	52,909

continued...

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31/3/23	31/3/22
	£	£
Auditors' remuneration	8,030	7,000
Auditors' remuneration – HOT Enterprises Ltd	3,230	3,225
Depreciation - owned assets	26,491	64,494

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2023 nor for the year ended 31st March 2022.

Trustees' expenses
There were no trustees' expenses paid for the year ended 31st March 2023 nor for the year ended 31st March 2022.

12. STAFF COSTS

	31/3/23	31/3/22
	£	£
Wages and salaries	2,992,798	3,560,685
Social security costs	232,805	265,543
Other pension costs	84,471	103,578
	3,310,074	3,929,805

The average monthly number of employees during the year was as follows:

	31/3/23	31/3/22
Charitable activities	164	161
Administrative	17	17
Governance	1	1
	182	179

No employees received emoluments in excess of £60,000.

The number of staff expressed as a head count at March 2023 were 175.

The key management personnel of the charity have been identified as the Chief Executive, Group Finance Lead, HR Lead, Programmes Lead, Children and Families Lead, Business Centres Lead and Marketing Lead and Quality and Systems Lead.

The aggregate employment benefits, including employer's national insurance and pension contributions, for these key management personnel for the year was £319,189 (2022 - £295,005). The salaries of the key management are set by the trustees, and then reviewed by the trustees.

continued...

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	7,952	109,272	117,224
Charitable activities			
Provision of employment, education and training services	104,327	603,570	707,897
Provision of childcare and family support services	2,350,975	484,294	2,835,269
Promoting health and wellbeing	19,526	146,477	166,003
Management, administration and membership	29,550	7,974	37,524
Other trading activities	549,682	-	549,682
Investment income	91	-	91
Total	3,062,103	1,351,587	4,413,690
EXPENDITURE ON			
Charitable activities			
Provision of employment, education, and training services	105,051	645,436	750,487
Provision of childcare and family support services	2,364,269	479,420	2,843,689
Promoting health and wellbeing	23,022	246,330	269,352
Management, administration, and membership	69,306	9,324	78,630
Governance costs	52,909	-	52,909
Other trading activities	459,356	-	459,356
Total	3,073,913	1,380,510	4,454,423
NET INCOME/(EXPENDITURE)	(11,810)	(28,923)	(40,733)
Other recognised gains/(losses)			
Taxation	(2,917)	-	(2,917)
Gains on revaluation of fixed assets	1,350,000	-	1,350,000
Actuarial gains on defined benefit schemes	974,000	-	974,000
Net movement in funds	2,309,273	(28,923)	2,280,350
RECONCILIATION OF FUNDS			
Total funds brought forward	(1,440,891)	(700)	(1,441,591)
TOTAL FUNDS CARRIED FORWARD	868,382	(29,623)	838,759

continued...

14. TANGIBLE FIXED ASSETS

CHARITY:

	Long leasehold £	Kitchen equipment £	Office equipment £
COST			
At 1st April 2022	1,350,000	99,308	59,706
Additions	-	-	6,453
At 31st March 2023	1,350,000	99,308	66,159
DEPRECIATION			
At 1st April 2022	-	99,308	54,850
Charge for year	10,800	-	2,648
At 31st March 2023	10,800	99,308	57,498
NET BOOK VALUE			
At 31st March 2023	1,339,200	-	8,661
At 31st March 2022	1,350,000	-	4,856

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1st April 2022	23,673	4,732	138,274	1,675,693
Additions	7,601	-	10,609	24,663
At 31st March 2023	31,274	4,732	148,883	1,700,356
DEPRECIATION				
At 1st April 2022	22,587	4,732	134,432	315,909
Charge for year	1,760	-	11,283	26,491
At 31st March 2023	24,347	4,732	145,715	342,400
NET BOOK VALUE				
At 31st March 2023	6,927	-	3,168	1,357,956
At 31st March 2022	1,086	-	3,842	1,359,784

continued...

14. TANGIBLE FIXED ASSETS - continued

GROUP:

	Long leasehold £	Kitchen equipment £	Office equipment £
COST			
At 1st April 2022	1,470,847	99,308	113,660
Additions	21,467	-	6,453
At 31st March 2023	1,492,314	99,308	120,113
DEPRECIATION			
At 1st April 2022	105,270	99,308	107,576
Charge for year	22,195	-	3,877
At 31st March 2023	127,465	99,308	111,452
NET BOOK VALUE			
At 31st March 2023	1,364,849	-	8,661
At 31st March 2022	1,365,577	-	6,084

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1st April 2022	315,076	4,732	153,923	2,157,546
Additions	47,436	-	10,609	85,965
At 31st March 2023	362,512	4,732	164,531	2,243,510
DEPRECIATION				
At 1st April 2022	165,900	4,732	146,283	629,070
Charge for year	32,268	-	13,073	71,413
At 31st March 2023	198,168	4,732	159,357	700,482
NET BOOK VALUE				
At 31st March 2023	164,344	-	5,175	1,543,029
At 31st March 2022	149,176	-	7,640	1,528,477

Included within long leasehold assets are the following properties:

- Hanson Lane Enterprise Centre
- The Outback Centre

These assets have been subject to a formal valuation during the prior year, The valuations were undertaken by Bramley's LLP Chartered Surveyors on 8 November 2021 and represent the market value of the sites which are held under 125 year leases with Calderdale MBC.

continued...

15. FIXED ASSET INVESTMENTS

	GROUP Shares in group undertakings	CHARITY Shares in group undertakings
	£	£
MARKET VALUE		
At 1 April 2022 and 31 March 2023	-	101
NET BOOK VALUE		
At 31 March 2023	-	101
At 31 March 2022	-	101

There were no investment assets outside the UK. The company's investments at the balance sheet date in the share capital of companies include the following:

Hanson Lane Enterprise Centre Limited
Nature of business: Property management and associated services

Class of share:	% holding
Ordinary	100

	31/3/23	31/3/22
	£	£
Summary of trading results		
Turnover	-	-
Total Expenditure	-	-
Taxation	-	-
	-	-
Distribution to parent charity	-	-
	-	-
Summary of assets and liabilities		
Assets	1	1
Liabilities	-	-
	1	1

At 31 March 2020 the assets and liabilities of Hanson Lane Enterprise Centre Limited were transferred to Elsie Whiteley Innovation Centre Limited, and the company has been dormant throughout the financial year ending 31 March 2022.

continued...

15. FIXED ASSET INVESTMENTS - continued

Elsie Whiteley Innovation Centre Limited
Nature of business: Provision of high-quality modern workspace.

Class of share:	% holding
Ordinary	100

	31/3/23	31/3/22
	£	£
Summary of trading results		
Turnover	758,545	596,304
Total Expenditure	(744,072)	(558,396)
Other Income	22,039	34,676
Interest payable and similar charges	-	-
Taxation	(3,196)	(2,917)
	33,316	69,667
Distribution to parent charity	(69,667)	(78,839)
	(36,351)	9,172
Summary of assets and liabilities		
Assets	526,370	422,587
Liabilities	(365,628)	(258,194)
	160,742	197,093

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP	GROUP	CHARITY	CHARITY
	31/3/23	31/3/22	31/3/23	31/3/22
	£	£	£	£
Trade debtors	352,437	62,314	244,013	16,068
Amounts owed by group undertakings	-	-	219,700	50,036
VAT	-	-	-	-
Other debtors	132,293	95,182	124,575	85,516
	484,730	157,496	588,288	151,620

continued...

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP 31/3/23 £	GROUP 31/3/22 £	CHARITY 31/3/23 £	CHARITY 31/3/22 £
Trade creditors	95,195	36,317	60,578	25,147
Social security and other taxes	41,520	53,309	41,520	53,309
VAT	29,412	25,464	14,594	6,602
Pension schemes	18,518	6,614	18,518	6,614
Accruals and deferred income	767,580	654,334	657,870	540,495
	952,225	776,038	793,080	632,167

18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31/3/23 £	31/3/22 £
Within one year	6	6
Between one and five years	21	25
In more than five years	237	239
	264	270

Included within annual lease commitments above are the annual 'peppercorn' rents payable on demand for the long leases (125 years) on Hanson Lane Enterprise Centre and The Outback.

19. PROVISIONS FOR LIABILITIES

	GROUP 31/3/23 £	GROUP 31/3/22 £	CHARITY 31/3/23 £	CHARITY 31/3/22 £
Deferred tax	34,784	31,588	-	-

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	31/3/23 Total funds £	31/3/22 Total funds £
Fixed assets	1,543,029	-	1,543,029	1,528,477
Current assets	1,766,899	7,551	1,774,450	1,702,908
Current liabilities	(987,009)	-	(987,009)	(807,626)
Pension liability	(87,000)	-	(87,000)	(1,585,000)
	2,235,919	7,551	2,243,470	838,759

continued...

21. MOVEMENT IN FUNDS

	At 1/4/22 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
Unrestricted funds				
General fund	1,103,382	(82,312)	(187,351)	833,719
Designated fund - Housing	-	-	150,000	150,000
Pension reserve	(1,585,000)	1,498,000	-	(87,000)
Revaluation reserve	1,350,000	(10,800)	-	1,339,200
	868,382	1,404,888	(37,351)	2,235,919
Restricted funds				
Active Calderdale	(6,090)	(12,041)	6,090	(12,041)
Architectural Heritage Fund - Hopwood Triangle	(1,350)	-	1,350	-
Building Better Opportunities - Hopeful Families	-	8,721	-	8,721
CAL ESOL	-	(27)	-	(27)
Calderdale Food Network	789	-	(789)	-
Calfund	-	1,339	-	1,339
Community Led Homes (Start Up Support)	275	-	(275)	-
Community Organisers	(512)	-	512	-
Connecting Opportunities	(10,174)	(35,760)	10,174	(35,760)
EEF Centres - Jubilee Nursery	-	1,990	-	1,990
EEF Centres - Siddal Nursery	-	(399)	-	(399)
EEF Centres - Sowerby New Road Nursery	4,875	-	-	4,875
DEFRA	(32)	-	32	-
Employment Services - Holiday Kitchen	(3,462)	-	3,462	-
ESOL Project costs	4,294	-	(4,294)	-
ESOL : Syrian Families	-	(71)	-	(71)
Food Parcel Delivery - Covid 19	2,853	(599)	-	2,254
From HOT to COLD : Reducing our Carbon Footprint	-	(4,657)	-	(4,657)
Greener Together	-	14,956	-	14,956
Groundwork - Steps to Work	-	3,148	-	3,148
Health Inequalities Fund	(180)	-	180	-
Inclusive Economy	-	586	-	586
Inspire	-	8,862	-	8,862
Kickstart	-	713	-	713
Little Gems Nursery	-	(937)	-	(937)
Neighbourhood Learning for Deprived Communities	13,655	-	(13,655)	-
Place Based Social Action	(1,995)	-	1,995	-
Prosperous Calderdale	(1,427)	-	1,427	-
Sehat - P2C CCLORS	(3,406)	-	3,406	-
Social Action Hub	-	10,507	-	10,507
The Space Rastrick	-	3,583	-	3,583
Staying Well Project	(27,736)	-	27,736	-
UKSPF - Green Audit	-	(90)	-	(90)
	(29,263)	(177)	37,351	7,551
TOTAL FUNDS	838,759	1,404,711	-	2,243,470

continued...

21. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,359,876	(3,442,188)	-	(82,132)
Pension reserve	-	-	1,498,000	1,498,000
Revaluation reserve	-	(10,800)	-	(10,800)
	3,359,876	(3,452,988)	1,498,000	1,404,888
Restricted funds				
Active Calderdale	25,508	(37,549)	-	(12,041)
Active Calderdale	1,500	(1,500)	-	-
Arches	280	(280)	-	-
Building Better Opportunities - Hopeful Families	207,132	(198,411)	-	8,721
Buzz Project	1,116	(1,116)	-	-
CAL ESOL	-	(27)	-	(27)
Calfund	24,229	(22,890)	-	1,339
Connecting Opportunities	139,694	(175,454)	-	(35,760)
EEF Centres - Jubilee Nursery	199,497	(197,507)	-	1,990
EEF Centres - Siddal Nursery	79,450	(79,849)	-	(399)
EEF Centres - Todmorden Nursery	87,316	(87,316)	-	-
ESOL : Syrian Families	25,044	(25,115)	-	(71)
Food Parcel Delivery - Covid 19	78	(677)	-	(599)
From HOT to COLD : Reducing our Carbon Footprint	(4,657)	-	-	(4,657)
Greener Together	27,248	(12,292)	-	14,956
Groundwork - Steps to Work	3,148	-	-	3,148
Harnessing Power of Communities	417	(417)	-	-
Inclusive Economy	18,363	(17,777)	-	586
Individuals Fund	633	(633)	-	-
Inspire	36,863	(28,001)	-	8,862
Kickstart	64,001	(63,288)	-	713
Little Gems Nursery	160,496	(161,433)	-	(937)
Place Based Social Action - Let's Get Socially Active	50,593	(50,593)	-	-
Social Action Hub	10,507	-	-	10,507
The Space Rastrick	3,583	-	-	3,583
Together Calderdale Project	34,337	(34,337)	-	-
UKSPF - Green Audit	5,000	(5,090)	-	(90)
	1,201,375	(1,201,552)	-	(177)
TOTAL FUNDS	4,561,251	(4,654,540)	1,498,000	1404,711

continued...

21. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/4/21 £	Net movement in funds £	At 31/3/22 £
Unrestricted funds			
General fund	1,118,109	(14,727)	1,103,382
Pension reserve	(2,559,000)	974,000	(1,585,000)
Revaluation reserve	-	1,350,000	1,350,000
	(1,440,891)	2,309,273	868,382
Restricted funds			
Active Calderdale	-	(6,090)	(6,090)
Architectural Heritage Fund - Hopwood Triangle	-	(1,350)	(1,350)
Calderdale Food Network	789	-	789
Community Led Homes (Start Up Support)	275	-	275
Community Organisers	(503)	(9)	(512)
Connecting Opportunities	-	(10,174)	(10,174)
EEF Centres - Sowerby New Road Nursery	-	4,875	4,875
DEFRA	2,552	(2,584)	(32)
Employment Services - Hollday Kitchen	(3,452)	(10)	(3,462)
ESOL Project costs	4,294	-	4,294
Food Parcel Delivery - Covid 19	-	2,853	2,853
Health Inequalities Fund	-	(180)	(180)
Inclusive Economy	(2,324)	2,324	-
Inspire	(118)	118	-
Neighbourhood Learning for Deprived Communities	13,951	(296)	13,655
Place Based Social Action	(1,995)	-	(1,995)
Prosperous Calderdale	(362)	(1,065)	(1,427)
Sehat - P2C CCLORS	-	(3,406)	(3,406)
Staying Well Project	(16,162)	(11,574)	(27,736)
Together Calderdale Project	2,354	(2,354)	-
	(700)	(28,923)	(29,623)
TOTAL FUNDS	(1,441,591)	2,280,350	838,759

continued...

21. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,062,103	(3,076,830)	-	(14,727)
Pension reserve	-	-	974,000	974,000
Revaluation reserve	-	-	1,350,000	1,350,000
	3,062,103	(3,076,830)	2,324,000	2,309,273
Restricted funds				
Active Calderdale	34,788	(40,878)	-	(6,090)
Architectural Heritage Fund - Hopwood Triangle	7,050	(8,400)	-	(1,350)
Barrier Breaker	821	(821)	-	-
Building Better Opportunities - Hopeful Families	215,504	(215,504)	-	-
Calfund	25,474	(25,474)	-	-
Census Project	12,167	(12,167)	-	-
Community Organisers	-	(9)	-	(9)
Connecting Opportunities	145,326	(155,500)	-	(10,174)
EEF Centres - Jubilee Nursery	199,550	(199,550)	-	-
EEF Centres - Siddal Nursery	70,689	(70,689)	-	-
EEF Centres - Sowerby New Road Nursery	4,875	-	-	4,875
EEF Centres - Todmorden Nursery	83,893	(83,893)	-	-
DEFRA	(1,000)	(1,584)	-	(2,584)
Employment Services - Holiday Kitchen	-	(10)	-	(10)
ESOL : Syrian Families	31,284	(31,284)	-	-
Food Parcel Delivery - Covid 19	6,543	(3,690)	-	2,853
Harnessing Power of Communities	817	(817)	-	-
Health Inequalities Fund	-	(180)	-	(180)
NHS Hospital Recruitment Event	250	(250)	-	-
Inclusive Economy	27,187	(24,863)	-	2,324
Individuals Fund	924	(924)	-	-
Inspire	18,964	(18,846)	-	118
Kickstart	119,767	(119,767)	-	-
Little Gems Nursery	125,288	(125,288)	-	-
Neighbourhood Learning for Deprived Communities	-	(296)	-	(296)
Place Based Social Action - Let's Get Socially Active	74,447	(74,447)	-	-
Prosperous Calderdale	-	(1,065)	-	(1,065)
Sehat - P2C CCLORS	29,667	(33,073)	-	(3,406)
Social Action Hub	1,215	(1,215)	-	-
The Space Rastrick	3,645	(3,645)	-	-
Staying Well Project	77,988	(89,562)	-	(11,574)
Together Calderdale Project	34,465	(36,819)	-	(2,354)
	1,351,587	(1,380,510)	-	(28,923)
TOTAL FUNDS	4,413,690	(4,457,340)	2,324,000	2,280,350

continued...

21. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/21 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
Unrestricted funds				
General fund	1,118,109	(97,039)	(187,351)	833,719
Designated fund - Housing	-	-	150,000	150,000
Pension reserve	(2,559,000)	2,472,000	-	(87,000)
Revaluation reserve	-	1,339,200	-	1,339,200
	(1,440,891)	3,714,161	(37,351)	2,235,919
Restricted funds				
Active Calderdale	-	(18,131)	6,090	(12,041)
Architectural Heritage - Hopwood Triangle	-	(1,350)	1,350	-
Building Better Opp. - Hopeful Families	-	8,721	-	8,721
CAL ESOL	-	(27)	-	(27)
Calderdale Food Network	789	-	(789)	-
Calfund	-	1,339	-	1,339
Community Led Homes (Start Up Support)	275	-	(275)	-
Community Organisers	(503)	(9)	512	-
Connecting Opportunities	-	(45,934)	10,174	(35,760)
EEF Centres - Jubilee Nursery	-	1,990	-	1,990
EEF Centres - Siddal Nursery	-	(399)	-	(399)
EEF Centres - Sowerby New Road Nursery	-	4,875	-	4,875
DEFRA	2,552	(2,584)	32	-
Employment Services - Holiday Kitchen	(3,452)	(10)	3,462	-
ESOL Project costs	4,294	-	(4,294)	-
ESOL : Syrian Families	-	(71)	-	(71)
Food Parcel Delivery - Covid 19	-	2,254	-	2,254
From HOT to COLD : Reducing Carbon	-	(4,657)	-	(4,657)
Greener Together	-	14,956	-	14,956
Groundwork - Steps to Work	-	3,148	-	3,148
Health Inequalities Fund	-	(180)	180	-
Inclusive Economy	(2,324)	2,910	-	586
Inspire	(118)	8,980	-	8,862
Kickstart	-	713	-	713
Little Gems Nursery	-	(937)	-	(937)
Neighbourhood Learning for Deprived Comm.	13,951	(296)	(13,655)	-
Place Based Social Action	(1,995)	-	1,995	-
Prosperous Calderdale	(362)	(1,065)	1,427	-
Sehat - P2C CCLORS	-	(3,406)	3,406	-
Social Action Hub	-	10,507	-	10,507
The Space Rastrick	-	3,583	-	3,583
Staying Well Project	(16,162)	(11,574)	27,736	-
Together Calderdale Project	2,354	(2,354)	-	-
UKSPF - Green Audit	-	(90)	-	(90)
	(700)	(29,100)	37,351	7,551
TOTAL FUNDS	(1,441,591)	3,685,061	-	2,243,470

continued...

21. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	6,421,979	(6,519,018)	-	(97,039)
Pension reserve	-	-	2,472,000	2,472,000
Revaluation reserve	-	(10,800)	1,350,000	1,339,200
	6,421,979	(6,529,818)	3,822,000	3,714,161
Restricted funds				
Active Calderdale	60,296	(78,427)	-	(18,131)
Active Calderdale	1,500	(1,500)	-	-
Arches	280	(280)	-	-
Architectural Heritage Fund - Hopwood Triangle	7,050	(8,400)	-	(1,350)
Barrier Breaker	821	(821)	-	-
Building Better Opportunities - Hopeful Families	422,636	(413,915)	-	8,721
Buzz Project	1,116	(1,116)	-	-
CAL ESOL	-	(27)	-	(27)
Calfund	49,703	(48,364)	-	1,339
Census Project	12,167	(12,167)	-	-
Community Organisers	-	(9)	-	(9)
Connecting Opportunities	285,020	(330,954)	-	(45,934)
EEF Centres - Jubilee Nursery	399,047	(397,057)	-	1,990
EEF Centres - Siddal Nursery	150,139	(150,538)	-	(399)
EEF Centres - Sowerby New Road Nursery	4,875	-	-	4,875
EEF Centres - Todmorden Nursery	171,209	(171,209)	-	-
DEFRA	(1,000)	(1,584)	-	(2,584)
Employment Services - Holiday Kitchen	-	(10)	-	(10)
ESOL : Syrian Families	56,328	(56,399)	-	(71)
Food Parcel Delivery - Covid 19	6,621	(4,367)	-	2,254
From HOT to COLD : Reducing our Carbon Footprint	(4,657)	-	-	(4,657)
Greener Together	27,248	(12,292)	-	14,956
Groundwork - Steps to Work	3,148	-	-	3,148
Harnessing Power of Communities	1,234	(1,234)	-	-
Health Inequalities Fund	-	(180)	-	(180)
NHS Hospital Recruitment Event	250	(250)	-	-
Inclusive Economy	45,550	(42,640)	-	2,910
Individuals Fund	1,557	(1,557)	-	-
Inspire	55,827	(46,847)	-	8,980
Kickstart	183,768	(183,055)	-	713
Little Gems Nursery	285,784	(286,721)	-	(937)
Neighbourhood Learning for Deprived Communities	-	(296)	-	(296)

continued...

21. MOVEMENT IN FUNDS - continued

Place Based Social Action - Let's Get Socially Active	125,040	(125,040)	-	-
Prosperous Calderdale	-	(1,065)	-	(1,065)
Sehat - P2C CCLORS	29,667	(33,073)	-	(3,406)
Social Action Hub	11,722	(1,215)	-	10,507
The Space Rastrick	7,228	(3,645)	-	3,583
Staying Well Project	77,988	(89,562)	-	(11,574)
Together Calderdale Project	68,802	(71,156)	-	(2,354)
UKSPF - Green Audit	5,000	(5,090)	-	(90)
	2,552,964	(2,582,062)	-	(29,100)
TOTAL FUNDS	8,974,941	(9,111,880)	3,822,000	3,685,061

Designated fund
During the year, the trustees have designated £150,000 towards the housing investment fund.

Transfers between funds
Transfers between funds have been made to reallocate overspends on restricted fund projects and to reallocate restricted fund opening balances which have been expended within the year to the satisfaction of the restriction in place.

continued...

22. EMPLOYEE BENEFIT OBLIGATIONS

The charity is a member of a defined benefit scheme with The West Yorkshire Pension Fund.

The West Yorkshire Pension Fund Scheme is funded and contracted out of the state scheme. The last tri-annual valuation of the scheme took place at 31 March 2022 and was undertaken by professionally qualified actuaries, AON Hewitt, using the projected unit method. The Charity has paid for a valuation of its scheme as at 31 March 2023 and the figures below are based on that valuation.

The charity became a participating employer in the scheme on 1 July 2014 and acquired net liabilities of £528,000 on that date.

The notional value of the liabilities of the charity's share of the scheme at 31 March 2023 was £4,097,000 the present value of the assets was £4,010,000 leaving a net pension liability of £87,000 at 31 March 2023.

Contributions
The employer contributions made to the scheme during the year were £5,000 (2022 : £14,000). £Nil was unpaid at the year end.

The employers' regular contributions to the Fund for the accounting period ending 31 March 2024 are estimated to be £Nil.

Key assumptions
The latest actuarial valuation of the Charity's liabilities took place as at 31 March 2022. Liabilities have been estimated by the independent qualified actuary on an actuarial basis using the projected unit credit method.

The principal assumptions used by the actuary in updating the latest valuation of the Fund for FRS 102 purposes were:

continued...

22. EMPLOYEE BENEFIT OBLIGATIONS - continued

	31 March 2023 (%)	31 March 2022 (%)
Discount rate	4.70	2.70
Inflation - CPI	2.70	2.90
Pension increases	2.70	2.90
Pension accounts revaluation rate	2.70	2.90
Salary increases	3.00	2.00

Expected return on assets

The approximate split of assets for the Fund as a whole (based on data supplied by the Fund Administering Authority) is shown in the table below. Also shown are the assumed rates of return adopted by the Employer for the purposes of FRS 102.

The charity employs a building block approach in determining the rate of return on Fund assets. Historical markets are studied and assets with higher volatility are assumed to generate higher returns consistent with widely accepted capital market principles. The assumed rate of return on each asset class is set out within this note. The overall rate of return on assets is then derived by aggregating the expected return for each asset class over the actual asset allocation for the Fund at 31 March 2022.

	Asset split at 31 March 2023 (%)	Asset split at 31 March 2022 (%)
Equities	80.8	79.8
Property	3.3	4.0
Government bonds	6.9	7.4
Corporate bonds	4.6	4.8
Cash	2.4	2.9
Other	2.1	1.1
Average Return / Total	**100.00**	**100.0**

Reconciliation of funded status to Balance Sheet

	Value as at 31 March 2023 £000's	Value as at March 2022 £000's
Fair value of assets	4,010	4,009
Present value of funded liabilities	(4,097)	(5,594)
Pension asset / (liability) before consideration of paragraph 41	(87)	(1,585)
Unrecognised asset due to limit in paragraph 41	-	-
Net pension asset/(liability)	**(87)**	**(1,585)**

continued...

22. EMPLOYEE BENEFIT OBLIGATIONS - continued

Analysis of profit and loss charge

	Period ending 31 March 2023 £000's
Operating cost:	
Current service cost	149
Past service cost	-
Interest cost	-
Curtailment cost	-
Settlement cost	-
Financing cost: Interest on net defined benefit liability / (asset)	42
Pension expense recognised in SOFA	**191**

Changes to the present value of the defined benefit obligation

	Period ending 31 March 2023 £000's
Opening defined benefit obligation	5,594
Current service cost	149
Interest expense on defined benefit obligation	150
Contributions by participants	23
Actuarial (gains) / losses due to changes in financial assumptions	(2,264)
Actuarial (gains) / losses due to changes in demographic assumptions	(14)
Actuarial (gains) / losses due to liability experience	540
Net benefits paid out	(81)
Past service cost	-
Net increase in liabilities from disposals / acquisitions	-
Curtailment cost	-
Settlements	-
Closing defined benefit obligation	**4,097**

22. EMPLOYEE BENEFIT OBLIGATIONS - continued

Changes to the fair value of assets

	Period ending 31 March 2023 £000's
Opening fair value of assets	4,009
Interest income on assets	108
Remeasurement gains / (losses) on assets	(54)
Contributions by the employer	5
Contributions by participants	23
Net benefits paid out	(81)
Net increase in assets from disposals and acquisitions	-
Settlements	-
Closing fair value of assets	**4,010**

Actual return on assets

	Period ending 31 March 2023 £000's
Interest income on assets	108
Gain / (loss) on assets	(54)
Actual return on assets	**54**

23. CONTINGENT LIABILITIES

As a member of a VAT group with its subsidiaries, the charity is jointly and severally liable for the VAT debts of any of the VAT group members.

24. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

There were no related party transactions for the year ended 31st March 2023.

25. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

26. ULTIMATE CONTROLLING PARTY

The charity is under the control of the board of trustees.

HALIFAX OPPORTUNITIES TRUST

England & Wales - Charity number 1086183

Accounts

REGISTERED COMPANY NUMBER: 04089288 (England and Wales)
REGISTERED CHARITY NUMBER: 1086183

Report of the Trustees and

Consolidated Financial Statements

for the Year Ended 31st March 2022

for

HALIFAX OPPORTUNITIES TRUST

Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW



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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2022. The trustees have adopted the provisions of 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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Halifax Opportunities Trust (HOT) has the following objects, which are registered and approved by the Charity Commission:

To promote any charitable purpose for the benefit of the inhabitants of the metropolitan district of Calderdale in the county of West Yorkshire and surrounding areas within a radius of 30 miles from Halifax Town Hall, including but not exclusively the area known as Park Ward in the Metropolitan Borough of Calderdale to ensure the regeneration of those areas for the public benefit of the community, by all or any of the following means:

a) the relief of poverty in such ways as may be thought fit;
b) the relief of unemployment;
c) the advancement of education, training, or re-training, particularly among unemployed people and providing work experience for the unemployed;
d) the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help in setting up their own business or to existing businesses;
e) the creation of training and employment opportunities by the provision of workspace, buildings and/or land for use on favourable terms;
f) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement , poverty or social and economic circumstances, have need of such facilities;
g) the protection or conservation of the environment;
h) the provision of childcare;
i) the promotion of public safety and prevention of crime; and
j) the provision of public health and well-being activities; and
k) such other means as may from time to time be determined subject to the prior consent of the Charity Commission.

OBJECTIVES AND ACTIVITIES (CONT'D)

Objectives and aims (cont'd)

The trustees, in making decisions about planning and delivery of activities, have had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant. The approach to public benefit is described in summary below and in more detail throughout this report.

Halifax Opportunity Trust's purpose as described in its Strategic Plan is 'to work to make a vibrant multi-cultural and self-sustaining community'. In order to achieve this, the Trust and its trading subsidiary (Elsie Whiteley Innovation Centre Ltd) carries out the following activities:

- provides office space and support for business and enterprise development through two business centres.
- provides opportunities for learning via a range of apprenticeships, ESOL provision, life skills and integration for new arrivals to the UK.
- provides assistance for job seekers by working with employers and through employment support initiatives.
- provides childcare and family support through the Upper and Central Calderdale Children's Centres, Little Gems nursery and other projects.
- provides support for physical and mental wellbeing by running social activities, networks and community groups which encourage socialization, healthy lifestyles and take up of new hobbies and activities.
- promotes health and wellbeing via the Outback community kitchen garden and projects aimed at encouraging active, healthy lifestyles, including Active Calderdale
- provides community development support via the outreach activities of Community Organisers

The Board reviews the Charity's objectives and areas of operation periodically. For the year under review (2021-22) it is agreed that priority interventions should continue fall into six main areas over the next year:

- Support enterprise, business start-up and growth
- Help local people into employment
- Support and deliver work-based learning and personal development
- Support children and families
- Support and promote health and wellbeing
- Support inclusive integration of new arrivals to the UK

In the longer term, the board continues to explore acquisition of new property (to support the areas above and also to support the Trust's sustainability). This includes buildings in which to provide decent housing, deliver community activity and provide space for enterprise.

The trustees believe the strategy for achieving these objectives should continue to be through programme and project delivery primarily using a social enterprise model. This is achieved on either a contracted full-cost-recovery basis or through our own commercial trading operations, thereby allowing the infrastructure of the Charity to be maintained whilst achieving the designated charitable objectives. The Trust does seek grant income to enable the start-up of new projects or initiatives, with the usual aim of ensuring these are self-sustaining via trading once established.

OBJECTIVES AND ACTIVITIES

Significant activities

The Charity's main programmes, projects and services are:

(1) Support enterprise, business start-up and growth

This is mainly achieved through activities at Hanson Lane Enterprise Centre (HLEC) and Elsie Whiteley Innovation Centre (EWIC). EWIC provides office space and meeting rooms and HLEC provides light industrial units and a smaller amount of office space. The Trust offers an 18 month grant to start up and early trading businesses which subsidises their rent. The business centres also act as a focal point for physical regeneration and community cohesion in Park Ward, with a regular business networking event being held at EWIC.

(2) Help local people into employment

The Trust provides practical, holistic and creative support to people looking for employment, especially those who are disadvantaged in the labour market. The Trust provides this through a key worker model which enables support to be customised around an individual's needs and delivered on a one-to-one basis. An important part of the service is pro-active engagement with local employers to source vacancies to assist unemployed people back into work.

(3) Support and deliver learning and development opportunities

Halifax Opportunities Trust is a well-established learning provider in West Yorkshire, delivering work-based apprenticeships. We are currently working with a range of employers including primary and secondary schools and childcare providers across West Yorkshire offering qualifications in learning support, early years and business administration. Our apprenticeship provision is now directly registered with OFSTED and we are also accredited with the Matrix standard.

(4) Support children and families

HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. These services, operating from a range of neighbourhood Children's Centres and community venues, have mostly been delivered in partnership with Calderdale Council. The Centres are busy and informative venues and are well used by parents in the community. The Centres support families in many ways helping them improve their health, parenting, employability, their education, family safety and provide excellent childcare. The Trust also runs its own nursery (Little Gems) which is based at Hanson Lane Enterprise Centre. All nurseries run by the Trust have received Good or Outstanding inspection results from OFSTED.

OBJECTIVES AND ACTIVITIES

Significant activities (cont'd)

(5) Support and promote health and wellbeing

Health and wellbeing outcomes for residents of Park Ward and other areas where HOT operates compare badly with those of the more prosperous parts of the borough. In response to this inequality, HOT has increasingly been delivering activities which help improve social connections, nutrition and physical activity. Much is done in the Children's Centres to educate parents and families about breastfeeding and healthy eating. In addition, the Trust runs a Staying Well programme aimed at adults in the community, especially those who are experiencing isolation and loneliness as a result of their age, mild mental ill-health or limiting medical conditions. The Outback community garden and kitchen helps people connect via gardening and healthy, nutritious food. The Active Calderdale project promotes active lifestyles to improve health outcomes. The Trust also continues its 'greening' activity at its Children's and business centres, by planting flowers, vegetables and fruit to create pleasant environments and contribute positively to these community settings.

(6) Support inclusive integration of new arrivals to the UK

Calderdale has a long and proud history of welcoming new arrivals into the borough. HOT supports this by delivering ESOL courses, embedded within an inclusion approach which enables new arrivals to learn how the UK functions. This includes access to public services; history & heritage; government; culture & leisure; and social activities.

Public benefit
The trustees confirm that they have each complied with their duty under section 4 of the Charities Act 2006 to have due regard to the guidance on public benefit published by the Charity Commission when carrying out their role and duties.

HOT operates specifically in deprived areas, providing multiple economic, social, and environmental benefits to individuals in those areas. The trustees believe that public benefit has been achieved through the provision of support to local businesses, individuals, community members and families via this diverse programme. This has provided multiple economic, social, and environmental benefits to the individuals reached by the Charity's activities. Details of our support are set out in this report.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year

The year covered by this report includes the winding down of Covid restrictions, which enabled HOT to move back to 'normal' working, although this took different amounts of time in the different activities that we run. As at year end (i.e. March 2022) all activity was running on a face to face basis, although we have kept some services online to make them more accessible and convenient. However, HOT is very much a community-focussed organisation and we will always prefer in-person contact and activities to the digital approach we were forced to adopt during Covid.

Specific activities from April 2021 to March 2022 for each objective are described below:

(1) Support enterprise, business start-up and growth

At Elsie Whiteley Innovation Centre, occupancy steadily grew from 70 to 77% over the year. Enquires continued to remain very strong with both our website and word of mouth referrals making up 67% and 20% of our enquiries showing our valuable work on the EWIC website and continuing customer focus and engagement yield positive results.

Conferences gradually increased in number throughout the year due to a combination of our marketing team's ongoing effort; the impact of our newly refurbished Atrium, meeting rooms and equipment; and the return to face-to-face meetings following the end of Covid restrictions. In 2020/21 conference income was at an all-time low due to these factors and in 2021/22 we had budgeted for a similar year of income at £8K, the actual income for the year was £24K. During 2021/22 EWIC issued 9 new-start grants to businesses on behalf of HOT to the value of £7,400. We have worked hard on reducing our energy usage and carbon footprint & have added additional LED lighting in many offices throughout the centre thanks to a grant from the Community Foundation for Calderdale. We invested in a new ANPR access for both car parks meaning our tenants and visitors can access the car park easier and quicker with the new technology.

It was also a very good year for Hanson Lane Enterprise Centre with full occupation and zero movement over the period with a wait list of three potential new tenants for industrial units. This reflects positively on the value proposition we have at the centre and that our existing tenants are happy with our rates, quality and service at the site. During 2021/22 HLEC issued 7 new start business grants on behalf of HOT to the value of £7,900.

ACHIEVEMENT AND PERFORMANCE (CONT'D)

Review of Activities for the Year (cont'd)

(2) Help local people into employment

Supporting people to find good jobs is a key part of the Trust's commitment to our local community. Our Employment team is based at Hanson Lane Enterprise Centre in the heart of Park Ward, delivering our services through a key worker model that promotes health and wellbeing through high quality employment support. Our activities include bespoke individualised support on a one to one basis, job clubs, training courses, wellbeing interventions and connections with employers across Calderdale. We pride ourselves on our friendly approach, building mutual trust and respect between our participants and Employment Advisors.

2021 - 2022 has been a year of increased delivery of services since the end of lockdown. As statutory services such as local authority and health centres have continued to be closed or difficult to access, we have kept our doors open to ensure that local people have access to the support they need. This does mean, however, that we have seen an increase in footfall as people seek out alternatives to these statutory services. Our Advisors have found themselves not only supporting people with employment, but other issues such as mental ill health, housing and debt. Alongside the re-introduction of our core employment service, we continued to provide crisis support post-Covid. An example of this would be our partnership with Fuel Bank Foundation to provide emergency fuel vouchers for people in fuel poverty and the hot meals service from The Outback Garden on a Tuesday - delivery of which we have absorbed as part of our offer. Our contracted provision during this period includes Hopeful Families which is funded by Lottery/ESF, Inclusive Economy (localized to Park & Warley) and Inspire which is funded by ESF & channelled through Calderdale Council.

Although this period is one of Covid-recovery, the team have thrived in meeting contractual targets. We have engaged a total of 251 people, helped 75 back into employment, 31 to access formal education and provided around 140 specialist interventions for issues like debt, mental health and supported work placements.

Our approach is holistic. This means we provide specialist interventions for people to overcome their barriers to employment & training to enable & empower them to move forward. Often, we work closely with other HOT services to facilitate this approach. The ability to offer a wraparound specialist service under one roof is a unique selling point for the project teams. Working in partnership with other like-minded organisations is also crucial to our delivery model. During this period, we have worked particularly closely with The Outback Garden to provide holistic services.

Employment Case study 1:

Stuart was referred to the Hopeful Families project via his mental health support worker. At the time of referral, he was suffering from severe mental ill health and was an in-patient with the local hospital and not living with his family. Stuart was paired with one of our Mentors who carried out a full needs assessment and helped him to put together a plan of action for his recovery. Stuart was encouraged to get involved with our Men's Gardening group at the Outback and was introduced to our Progression Coach Neil. It was not long before Stuart showed interest in our Beekeeping project Park Ward Pollinators and became a regular assistant to Neil, maintaining the hives and caring for the bees. Stuart was offered the opportunity to attend formal training in beekeeping alongside Neil, and subsequently became a key part of our beekeeping team. Stuart says: 'if it wasn't for employment team offering me the opportunity to get involved with the Outback as part of my recovery from ill mental health, I would still be very poorly and an inpatient in hospital. I am back living with my wife and children and well on the way to full recovery. As a bonus, I've also found a new passion in beekeeping and love being part of the team'

ACHIEVEMENT AND PERFORMANCE (CONT'D)

Review of Activities for the Year (cont'd)

Employment Case Study 2:

Farouk is a refugee from Afghanistan and was referred to us from community partner St Augustine's for employment support. Over the years we have developed excellent working relationships with local employers who embody the same ethos as us and wish to support local people by offering opportunities. It is through this approach that we were able to match Farouk to a role with local family run business Lottie Shaw's, of which we are preferred recruiter for. Farouk has been an instant hit with Lottie Shaw's and is working full time in their warehouse department, quickly becoming a valuable part of the team. The company wish to develop him further by offering him fork lift truck training, so our Advisor sourced the training and through our funding streams is able to support the employer with partly paying for it too. Farouk is loving his job and delighted that the company are wanting to invest in his development. For the first time since gaining his status he feels he has a purpose, is making new social connections and can settle into his new routine. Farouk and his employer will continue to be supported where needed with our Advisor just a phone call away.*

(3) Support and deliver work-based learning and personal development

Post-Covid and since the beginning of 2022, HOT's Apprenticeship provision has re-introduced face to face delivery (where possible) to improve learner & employer engagement. Employer Engagement Forums were also reinstated and we introduced employer newsletters where we provide regular business updates, recognition awards & case studies and list all activities planned for the following month (including the Employer Engagement Forum) to build on understanding of how apprenticeships can tackle skills shortages in the organisation, develop teams through apprenticeships delivery and support the professional development of staff. The Apprenticeships team also started to attend career events as these are designed to broaden students' awareness of the many career opportunities that there are available to them. We completed a self-assessment against education government guidance with a key highlight that our existing practices and systems are fully embedded, and we can point to examples of good practice. We created a bank of professional resources, mainly this is to support curriculum planning to ensure content provides opportunity for interactivity and that we support remote education as effectively as possible. The bank of resources provides support to remote education using curriculum/course-aligned resources. All staff have access and are aware of online platforms and tools that can also support effective communication and accessibility for all apprentices, including those with SEND, as it meets accessibility regulations. In 2021 and following from the Matrix accreditation, Halifax Opportunities Trust committed to a Information, Advice and Guidance (IAG) service which is accessible to all our learners to help and support them to achieve their full potential. Our IAG policy is available to prospective learners, those on a programme and others including employers. As an organisation we aim to provide information and advice which will empower individuals and assist them to make informed decisions about their career pathway and choices regarding learning and work. The aim of the policy is to ensure consistency in delivery of a robust, impartial, unbiased, effective and up to date IAG service to internal and external customers, organisations and key stakeholders, that is responsive and meets their needs, providing a comprehensive service that is able to meet national standards and requirements.

In January 2022, operating structures were enhanced by taking a more systemised and standardised approach to tracking and recording outcomes for apprentices, with analysis providing data which could be used to either celebrate or provide areas for further development.

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ACHIEVEMENT AND PERFORMANCE (CONT'D)

Review of Activities for the Year (cont'd)

(4) Support children and families

HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. These services, operating from a range of Children's Centres and community venues, have mostly been delivered in partnership with Calderdale Council. From July 2014 this has been in the form of a contract which the Trust won via a competitive tender process. The Trust continues to work closely with CMBC through extended contracts. The Trust works with CMBC and other partners in establishing and progressing the work of the Starting Well Board and the preparation of Family Hubs.

As with every business and service, the pandemic had huge impact on us, but, due to the hard work, perseverance and dedication of Children Centre staff in maintaining communication with families during that time, services resumed to pre-pandemic levels once restrictions were relaxed, and attendance with families at all Centres is now thriving. During the pandemic families very much welcomed regular phone contact; information videos on YouTube and social media platforms; and virtual breastfeeding support/groups, so using learned experiences an element of virtual delivery continued through 2021-22. The welfare calls that were carried out during the pandemic have influenced the frequency of our engaging families project, as families told us they appreciated the contact and information provided by the centre staff, which enables us to have regular contact with the most vulnerable families in the area.
The Covid-19 pandemic severely impacted the lives of all residents and families registered with the Children's Centres, especially around the prime areas of learning for children 0-5 years and child and parental mental ill health. As such Family Support Teams have seen an unprecedented demand for services, especially around these issues.
Nurseries have also been impacted by the increased options for families, including working from home, changes in work/life balance and a reluctance to return to a pre-Covid life, as a result of the pandemic. This has resulted in less demand for nursery provision. Now restrictions are fully lifted, the ongoing impact on all nurseries is still being felt, especially in light of a national crisis around the recruitment and retention of Early Years Practitioners.

(5) Support and promote health and wellbeing

Being well and active and feeling happy and safe have become even more important during the last year as result of the pandemic. Covid 19 has highlighted and exacerbated the many inequalities we have in Calderdale. The Trust continues to run a range of projects that sit within our 'Wellbeing' area of delivery and these are increasing in number and importance to our work.

Staying Well/Community Organisers/Active Calderdale

Our Staying Well programme has continued to run successfully with strong partnership work with Community Organisers and Active Calderdale. Since the COVID measures were relaxed we have re-established face to face sessions with local residents focussing on their overall wellbeing through social activities, moving more, and the promotion of social action. Befriending and welfare calls are still an integral part of Staying Well for those who have been affected emotionally and physically by the pandemic. However, as promoters of social inclusion; working to tackle loneliness and isolation, our participants have openly expressed the immense sense of relief and the benefits to their mental wellbeing since being able to physically drop in to our sessions after such a long time being away. Along with this, we have also continued to provide food parcels to the most vulnerable by utilising our community kitchen providing warm meals on a weekly basis with the support of our amazing volunteers. The team have engaged with over 25 community groups over the central Halifax wards, and provided up to 50 befriending calls a month to our most vulnerable clients who required additional support.

ACHIEVEMENT AND PERFORMANCE (CONT'D)

Review of Activities for the Year (cont'd)

Since the relaxation of Covid restrictions we've recognised that the value of having support groups such as our befriending service, arts and crafts, wellbeing walks every Wednesday, and the reminiscence group has increased significantly as it allows us to maximise opportunities for our Community Organisers to have crucial conversations, listening to the needs of the community, and providing them with a friendly and uplifting environment.

The Active Calderdale Engagement Coordinator has launched a local community-based approach to Micro-Commission funds programme. She has worked with several local community groups to embed physical activity into their programmes, thereby encouraging people to adopt a healthier lifestyle. Over the year in question we have received 6 applications which have been sent to community panels for consideration. The purpose of these funds is to support community groups and organisations to embed activity into their existing work in a way that works for them. Examples of these include supporting a running club to provide more sessions and reach out to a broader range of participants; South Asian (adult) males to improve their physical and mental wellbeing through the Beech Hill Football group; and a walking group targeting BAME women and girls. All our projects have been delivered as a response to the direct needs of the people we work with and this is what makes our service so successful.

Case study: Staying Well

W was referred to the Staying Well Project in April 2021. He lived on his own and struggled with severe asthma and also had a very complex bowel condition which meant he had to follow a very strict dietary plan. W was also very lonely and isolated and in need of support. Understandably W was quite emotional because of his very limited friends/ family network and required a regular phone contact which he quoted, "to keep him sane". Prior to the Covid-19 Pandemic he visited a gym four to five times a week however under the lockdown restrictions, he couldn't carry on which caused him to suffer from low moods and found himself feeling anxious and bad tempered at times. We suggested he followed YouTube exercise video like Joe Wicks as he had access to the internet as an alternative which he felt was making a difference but required motivation during our befriending calls to him. W was pleased that we were available to give him the time to keep his mind on track with his exercises at home which helped him manage his anxiety.

W was also in a difficult financial situation as there was a discrepancy on payments between him and his previous employers which was now affecting his benefits claim. We decided to support W with weekly food parcels from our food bank set up at our centre at the time which would see him through until he starts to receive his benefits. We also arranged for him to contact the benefit office and arrange an emergency loan which was eventually approved.

Due to W having health issues and being high risk from COVID it was becoming apparent once the dispute is settled with his previous employers, he would only be able to work from home but that would be up to the employer. This situation has since been resolved and W is now working part time from home which has had a positive impact on his wellbeing.

We have continued working with W and other services involved with his care and things are now going relatively well. W feels that the support he received from Staying Well at a time he was at his lowest made him feel better and more focussed on recovery from his illness and the stress caused from work.

ACHIEVEMENT AND PERFORMANCE (CONT'D)

Review of Activities for the Year (cont'd)

The Outback Kitchen & Garden

As Covid restrictions eased in the first quarter for the year, we were able to re-establish use of the Outback kitchen and garden by our own teams and external groups for the provision of cooking, gardening and health and wellbeing activities/events for the local community. The facilities were well utilised by our Employment, Hopeful Families and Connecting Opportunities teams who delivered cooking courses, wellbeing crafts sessions, a men's gardening group and community celebrations and events. The beehive and beekeeping project - the Park Ward Pollinators, created a lot of local interest and our Beekeeper hosted several beekeeping information sessions in the garden.

A key challenge during the year was a extended period of being without a Community Gardener, although volunteers and the Outback Manager sustained the garden brilliantly during this time. In September 2021 we successfully recruited to the post and this enabled much of the subsequent developmental activity that has seen the garden be busier than ever.

The community meals service that was established in Sept 2020 as a response to the pandemic, continued throughout 2021/22 providing an average of 50 hot, healthy, takeaway meals a week to local people. The service uses reduces food waste by using donated surplus food otherwise destined for landfill and provides opportunities for HOT teams to engage with the local community. Led by our Community Organiser, we have built up a strong volunteer support in the kitchen for the meal preparation which has helped people to gain skills and experience in a kitchen environment.

External use of the Outback increased throughout the year, generating an income and enabling more people to benefit from the space. Community groups using the space regularly include The Halifax Academy, Warley Road Primary Academy, Noah's Ark, the Calderdale and Kirklees Recovery College, Time Out/Healthy Minds and St Augustine's.

In 2021-22 garden volunteering remained strong, with people continuing to access our gardening volunteering opportunities to both learn new skills and improve their health and wellbeing. 18 people regularly accessed our weekly garden volunteering sessions. The increased support provided by volunteers had a positive impact on the garden and growing space and areas of interest within the garden were maximised.

During the year under review, we hosted 4 corporate volunteering days and 5 community events at the garden. These are both great ways to encourage new visitors to the garden, which often translates into sustained involvement after the initial visit. We found that people really enjoyed these social opportunities in a safe outdoor space as an antidote to the privations of Covid.

(6) Support inclusive integration of new arrivals to the UK

During 2021/22 we delivered a number of successful initiatives including Calderdale Adult Learning (CAL) ESOL and IT programmes; Vulnerable Persons Resettlement Scheme; Together Calderdale; and Connecting Opportunities programmes.

Following the end of Covid lockdown restrictions, all of our inclusive integration work has returned to face to face delivery. All of our delivery areas have achieved high success rates in both retention & achievement. Some of the results we have achieved are:

- 165 people supported
- 120 people achieved a qualification
- 72 people provided with befriending support
- 19 people successfully achieved level 2 Food Safety qualification, resulting in 5 securing employment
- 24 people successfully achieved level 3 Emergency Paediatric First Aid course
- 12 people working towards level 3 Teaching Award qualification

ACHIEVEMENT AND PERFORMANCE (CONT'D)

Review of Activities for the Year (cont'd)

(7) Leadership, governance and central support functions

Governance
Underpinning the outward-facing work of the Trust is a central services team and a board of trustees whose role is to ensure that the leadership and operational aspect of HOT is of high quality. During 2021/22 we successfully planned the recruitment of more trustees to the board and increased the number of women and people from minoritized ethnic communities. Bite-size trustee training was introduced at each board meeting to ensure trustees are kept up to date with key elements of their role and any charity governance changes.

Staffing and professional development
In 2021 a HR strategy was developed to support HOT's core values and to ensure that the organisation is underpinned by robust people-focussed policies which support the delivery of the organisational culture, key priorities and objectives.

The pandemic forced many of our leaders to adapt their management style very quickly as it was difficult to have full control of every task whilst still trying to empower their teams. Leaders had to be flexible and empathetic as their teams balanced different commitments. Wellbeing and mental health emerged from the periphery to become a priority for all our workforce. The pandemic also forced adaptation of communication to compensate for face to face contact. When analysing the data from our Employee Survey 2021/2022, the satisfaction regarding communication had increased significantly from the previous year which proves that this had a positive impact.

A Competency Framework was implemented within the organisation as an effective method to assess, maintain, and monitor the knowledge, skills, and attributes of all our people within the organisation. We have taken key actions to respond to developing our leaders and arranged for management specific training to be rolled out to all new and experienced leaders. During their probationary period of becoming a new leader at Halifax Opportunities Trust (either through internal promotion or as a new hire) they will receive training which sets out clear expectations for their new leadership role including their expected level of competencies. They are given access to specific training which covers all aspects of management: Supervisions & Appraisals, Safer Recruitment, Managing Sickness Absence, Discipline & Grievance, Performance Management, Mental Health and Wellbeing for managers, Competency Framework. All these training courses have been devised and delivered by our HR team.

In 2021, our leadership team were offered the training as indicated above to create consistency within the organisation. During these sessions it became apparent that further areas were required for training purposes such as coaching, providing feedback and difficult conversations which are to be taken forward. Our management training programme will be refreshed in 2022/2023 to include these.

Quality assurance/systems and processes
In October 2021 Halifax Opportunities Trust was accredited by the Contractors Health and Safety Assessment Scheme (CHAS) having demonstrated compliance with and sound management of current health and safety legislation. In December 2021 HOT successfully secured Cyber Essentials accreditation and we continue to take robust steps to protect the Trust from cyber threats. The certification demonstrates that we take data security seriously and we give our customers the confidence and assurance that we are working to recognised accreditation.

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ACHIEVEMENT AND PERFORMANCE (CONT'D)

Review of Activities for the Year (cont'd)

In March 2022 HOT retained Matrix accreditation during the annual continuous improvement check. At the time of assessment it was identified that the last 12 months have been particularly positive for HOT. The apprenticeship provision has been strengthened through additional recruitment albeit on a modest scale, although this is likely to increase in the future. HOT demonstrated commitment to ensure the quality of provision is robust prior to the planned increase in apprentices. We are looking to extend the scope of Matrix accreditation to include the children's centres.

In spring 2022, a 'new opportunity model' was introduced to ensure that new areas of work were properly scrutinised and planned prior to implementation. The new model has been developed to provide a development position for future projects and fiscal investment in support of enhancing the charitable objectives of the Trust.

Marketing
The marketing team's aims for 2021-2022 were to continue to focus on building awareness of the Trust and our services to the wider community, as well as supporting project teams with comms requirements in order to deliver their work. The overall aim was to position the Trust as a respected, go-to organisation grounded in its community and accessible to all - a place that people want to both use, work for and collaborate with to improve the lives of the people we work with. To achieve this, it was important for the marketing department to reinstate its stance internally as a strategic and operational function, rather than a reactive entity. The team has been involved in a range of activities throughout the Trust to support a pro-active approach, as well as optimise collaboration. We have supported and engaged in the following activities:

HOT Networking was re-launched in October 2021. An event hosted at Elsie Whiteley Innovation Centre (EWIC), by HOT, to build a business community through monthly networking and specialist speaker slots. This was well received and has continued to pick-up pace throughout the year with around 20 people attended each month, of whom 50% are returning attendees (on average).

EWIC also saw a re-focus on marketing and business development in this period, to support local businesses (and the Centre itself) in recovering from the impact of the pandemic. This was supported by the renovation work that was undertaken in 2020-2021, reinforcing the Centre as a great place to base a business, through a newly defined value proposition of providing 'Flexible Workspaces with a Purpose'.

The greatest change internally, has been structure of the Marketing team. The departure of Marketing Lead Hannah Peevers, who was in post for over 12 years, meant that the team welcomed a new Lead in February 2022; Faye Gilling.

Internally, the team now follows a structured content plan to ensure all activity is communicated via the most effective channels. Implementing this has meant the Trust's messages are aligned with the overall strategy and that activities are anticipated, planned and delivered in a relevant and timely way. This has given the function further structure and has helped to identify areas that require attention, such as the Trust's overall branding and messaging.

ACHIEVEMENT AND PERFORMANCE

Future Commitments

The Children's Centre contract forms the major source of future commitments/liabilities for the Charity, in relation to the defined benefit pension scheme for TUPE'd staff who were originally employed by Calderdale council. The current contract is due to finish on 31st March 2023. HOT has met the level of required pension contributions since it took on the contract in 2014 and therefore has met all its obligations in terms of keeping the scheme adequately financed. However as at 31 March 2022 under the FRS 102 (LGPS funded benefits) disclosure requirement, the Charity has recognised a pension liability on the balance sheet of £1,585,000 in relation to the Children's Centre contract (see note 20 of the financial statements for further details). This is the difference between the fair value of the assets and the present value of the defined benefit obligation as valued under FRS 102 and using the assumptions presented to the Trustees in the actuary's report.

The FRS 102 deficit shown as at 31 March 2022 is only a snapshot at a point in time. The deficit disclosed in our accounts is not reflective of our ongoing obligations under the Scheme. These are assessed every 3 years as part of the triennial actuarial valuation process. As at the last actuarial valuation carried out as at 31 March 2019 we were 111.2% funded with a surplus £336k. We are also defined as a 'subsumption body' in the Scheme which reflects a guarantee provided by Calderdale Council which means that should we exit the scheme at any point any liability due would be picked up ("Subsumed") by the Council. The Trust will continue to make contributions at an agreed rate to fund the pensions being built up"

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FINANCIAL REVIEW

Financial position

The Group is reporting net operating expenditure of £43,650 for the year ended 31 March 2022, before movement on the pension scheme.

Following recognition of the positive actuarial movement on the defined benefit pension scheme of £974,000, and the revaluation of Trust property of £1,350,000, the Group is showing a total net income position of £2,280,350

The Group receives funding from a range of sources including local and national government contracts, local and national government grants, grant income from Trusts and Foundations as well as generation of its own income via its subsidiary company. The Trustees have adopted diversification of income streams to mitigate the risks around sustainable income sources.

Details of the specific grants received by the Group are included in note 2 of the accounts and the results of the two trading subsidiaries are included in note 15 of the accounts. The income sources of the Charity's restricted funds are included in note 21 of the accounts.

Investment policy and objectives

Under the Memorandum and Articles of Association the trustees have the power to make any investment they see fit. During the year under review the trustees have chosen to hold the surplus funds of the Charity in the bank account with Unity Trust Bank PLC. These are held in current accounts in order to facilitate the day-to-day operations of the Charity. £702,308 of the Trust's funds are held in an interest-bearing current account with Unity Trust Bank in order to maximise income from the Trust's surplus funds and to meet the fiduciary requirement of the trustee board.

Reserves policy

Reserves are required by the Charity because there is a need to match variable future income with fixed commitments, grants are often received after the relevant expenditure has been paid out, and the Trust at times supports certain projects beyond the life of specific funding or bridges between contracts. The policy agreed by the Board of Trustees is described below:

The HOT Board have agreed to determine the target level of reserves using the following approach:

25% of annual salary and on-costs PLUS all current contractual payment commitments. The reserves levels will be reviewed each year when budgeting is being carried out and will therefore fluctuate as salary costs increase/decrease and contractual commitments increase/decrease. Based on this Policy, the target level of reserves for 2022/23 will be £1,021,942.

Reserves as of 31st March 2022 were £559,626

The trustees have not designated the use of any of these reserves and therefore they are general reserves to support the ongoing operation of the charity.

Going concern

Based on a high level of secured contractual and grant income and unrestricted free reserves of £ £559,626, the Trustees are confident that Halifax Opportunities Trust can continue as a going concern.

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FUTURE PLANS

(1) Support enterprise, business start-up and growth

At Elsie Whiteley Innovation Centre we currently have around 2,000 sq ft of unused space and we are looking to use our surplus from 2021/22 to convert this space into lettable office(s) to maximise future surpluses to the charity. To increase customer satisfaction we are planning to renew the corridor flooring all communal corridors, this may take the form of replacement or, if possible a deep clean and professional polish. We are investigating the possibility of a new smartphone app for our tenants which will allow access to the secure doors via mobiles rather than existing fobs and cards to improve customer experience. We may need to re-line some spaces in our visitor car park in order to create additional new car parking spaces due to high demand from our tenants. To keep up with the remainder of our well-maintained offer, we are investigating ways to invigorate our washroom facilities in 22/23. We are planning to improve and refresh the EWIC garden following the ground work laid out last year with renewed planting and new eco-friendly benches. As office life has become increasingly PC and cloud-based, we will be upgrading our leased line internet provided by BT from 500mb to 1gb where we hope to find savings as well as a service improvement to our tenants.

Hanson Lane Enterprise Centre is nearing the end of its useful life as a multi-purpose site and we are now actively looking for a replacement site for HOT community projects which are based there. When we have relocated the services we will look to demolish the main building and replace with simple duplex units which will drastically reduce the operating cost of the site and increase revenue as well as making it a single purpose site.

(2) Help local people into employment

This year we will be looking to secure funding to develop a youth mentoring project which will support young people in Park Ward to raise aspiration, improve confidence and set future goals. ESF funds for our current delivery end in December 2022, so a priority from mid-2022 will be to source further funding to secure the future of the employment services team. Throughout the year, we will continue to provide our services to the community while shaping that support to the changing landscape that includes the cost of living crisis.

(3) Support and deliver work-based learning and personal development

Future plans for apprenticeship provision include:

- Expansion to include Level 4 Children, Young People & Families Practitioner, possibly from January '23
- Development of a bank of early years staff in collaboration with Children's Centres, starting the programme at level 2. Initial recruitment of 10 apprentices over the period of summer with anticipated start date in September 2022
  Development of a SEN training programme planned for the new academic year (September 2022) to address areas for professonal development of the early years workforce and those working in education (teacher assistant apprentices)
- Grow the Apprenticeship provision in line with Sustainability Through Skills approach to achieve path to a greener society and network with colleagues from the skills sector
- Expand on delivery of training and upskilling programmes for individuals and partnership organisations
- Explore the opportunities for commercial growth of Apprenticeship provision, to support resource maximisation for HOT

FUTURE PLANS (CONT'D)

(4) Support children and families

PALS
We plan on delivering Play and Learn sessions with families, this is an in-house developed programme designed to support parents of children under five in the family home. This programme builds on their existing parenting knowledge and skills so that they can confidently understand and implement strategies in supporting their child's development through play. The Community Early Years Practitioners commenced the training to deliver this programme last year and will continue from April 2022.

Cook Eat & Play
We plan to re-introduce the Cook Eat and Play which is a referral-based 6-week programme. It delivers individual support for referred families, including meal planning, budgeting, and supporting parents to make healthier food choices for their families. The programme also includes home learning with three of the sessions having families take home recipe cards and ingredients to reproduce the dish cooked in the group that day. For the remaining three weeks the families take home food-based activities, such as fruit and vegetable jigsaws and picture Lotto to re-enforce the healthier food message through play.

Family Support Book Ins
We plan to deliver Family Support Book-ins, Pop-ins and telephone support. This is a change to the original service which ran for many years, providing drop in sessions and is as a positive result of change through the Covid pandemic. These give immediate support to families on a vast array of issues including: parenting, behaviour support, debt, benefits, domestic abuse, housing issues and issues relating to legal status. Families on the waiting list for 1-1 Family Support are signposted to the book in service to prevent their needs escalating whilst waiting to be allocated a worker.

Early Years Agency
In response to the national shortage of qualified Early Year Practitioners and the difficulty we have experienced in recruiting for the nurseries, we plan to set up an Early Years Agency. A proposal has been submitted to the trustees to recruit apprentices who can be trained in house, supported through the HOT apprenticeship programme. Funding will be sought to cover the costs of the apprentices in the first year.

Kickstart
The Children's Centres plan to take part in the Government Kickstart Scheme which provides funding to create new jobs for 16 to 24-year olds on Universal Credit who are at risk of long-term unemployment. Three opportunities have been identified at the Children's Centres in receptionist roles for a 6-month period.

Ready Steady Nursery
A school readiness programme has been developed to prepare children for starting nursery/school which focuses on toileting, independence skills, and social interaction. The aim is to target those children aged 2-4 years old who are due to start nursery/school provision; and target those children not accessing the 2-year-old Early Education offer and not attending registered childcare. The programme is planned to be delivered in the Children's Centres across the area, working in partnership with local Schools.

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FUTURE PLANS (CONT'D)

Parent Champions
To provide the voice of parents the community and involve parents in the planning of services, recruitment of staff, carrying out peer consultation and provide decision making for shaping services. Parent Champions have been in a volunteering role since 2011. All Parent Champions go through a recruitment process and are DBS and reference checked before they volunteering within Children Centres. Due to the positive experience, increased confidence and skills gained from this volunteering work, the majority of Parent Champions are now in employment. A recruitment drive is planned to fill any vacancies.

Early Years Team Home Visits
There are plans in place for the Community Early Years team to commence home visits to support families with routines and parenting, this will support the work of the Family Support Team and will ensure continuity for families with young children as they will have met the Early Years Teams within group settings.

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Strengthening Families Strengthening Communities
The Strengthening Families, Strengthening Communities parenting course runs regularly throughout Calderdale by the Family Support Teams as a requirement of the contract. The course is evidence based and will be undergoing national research to update the evidence base. The research will be funded by the NHS over a five-year period and will be led by University College London and The Race Equality Foundation. During 2021/22 we have facilitated three of the research courses. Our success has led to a request for a fourth delivery which is planned for September 2022. The research courses have been delivered at various sites in order to offer the opportunity to participate to as many parents as possible. Delivery has enabled our service to generate some income through free training places and funding for resources.

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FUTURE PLANS (CONT'D)

(5) Support and promote health and wellbeing

Looking forward the outlook for our wellbeing delivery area is looking positive. Our Staying well team is now secure for the next 2 years with the view to extending this further. We have managed to secure continuation funding for our Place Based Social Action project for another 3 years which will take us up to March 2025.

In partnership with local NHS provision, HOT is planning a community and family-based diabetes support scheme and is also developing a project to capture voices from the first cohort of South Asian immigrants to settle in Halifax. To combat the cost of living crisis we are actively exploring a community supermarket, possibly in collaboration with a national organisation. All these initiatives are based on our experience, understanding and involvement with the communities in which we are based and all help to strengthen HOT's charitable objects and purpose.

We are really excited about building on the post-Covid success of The Outback Garden. We plan to create more opportunities for a diverse range of people (Including people from BAME communities and people experiencing mental/physical ill health) to access the Outback. We will also increase use of the Outback by local organisations and community groups to provide activities with a health/wellbeing focus. In order to improve sustainability of the garden, we aim to increase external hire of the Outback facilities and run more 'commercial' activities, though these will always need to be balanced with the primary community focus of The Outback. We will put an increased focus on food and environmental activities; running workshops and activities around these themes. We will continue to encourage all HOT teams to see the Outback as a creative resource to help with employment, skills acquisition, social connections and wellbeing.

(6) Support inclusive integration of new arrivals to the UK

Due to continued high demand for ESOL and integration support we remain committed to seeking and securing funding streams to continue offering tailored programmes. We have sufficient funding in place for 2022-23, however programmes funded through ESF will end after this and so our key future priority is to secure additional funding to sustain this vital and important work.

The case study below gives an example of how HOT's Inclusive Integration team works alongside new arrived migrants and refugees to Calderdale and Kirklees to find their feet and start a new and fulfilling life in the county.

N is a refugee from Syria. She came to the UK in 2015 with her family, to escape the conflict that was tearing the country apart. She is a Graduate in Arabic Literature & taught Arabic in Syria.

Being a new arrival in the UK was scary as N was unaware of the services and opportunities available. This was a very isolating period in her life, as she found it extremely difficult to integrate into the host society. N experienced very low levels of confidence due to many reasons such as, leaving her family and country behind and trying to adapt to a new country. Language was the biggest barrier for her as she wasn't fluent in English & struggled to understand the different accents and dialects.

FUTURE PLANS (CONT'D)

Nevertheless, the emotions, hurdles and the barriers faced as a new arrival have positively changed. She can proudly say that she has found a new home and has settled into this country well. In the first five years she could not study or work, as she was taking care of her daughters. When the youngest child started school she then started looking for English courses and that's when she came across the Connecting Opportunities programme delivered by Halifax Opportunities Trust in September 2021.

N feels proud to say the Connecting Opportunities programme has a special place in her heart. The time spent on this programme & the support received from the Inclusive Integration team has helped her change her life in a positive way. She feels there was a time where she lost all her skills and confidence & didn't believe in herself or recognise her potential. The Connecting Opportunities programme has helped her achieve accredited qualifications such as; ESOL Speaking and Listening Entry 3, Food Safety and Catering Level 2, First Aid and many more. It has provided her a chance to become independent again and recognise her potential. Most recently she has completed the Level 3 Award in Education & looks forward to pursuing her passion in teaching. In addition to the qualifications achieved N has been supported to set up her new catering business called S&S Food (Lebanese and Syrian based cuisine).

N says "This year has been a beautiful journey that I will never forget. I have met so many wonderful people, made new friends and learnt so many things. Connecting Opportunities has enabled me to grow my confidence, my language skills and to socially integrate to society. This would have been impossible without the staff from Halifax Opportunities Trust. I would have never imagined that I would be able to do this and Connecting Opportunities has made this into a reality for me'.

(7) New areas of delivery

The Trust continues to progress its work on empty homes, which represents a significant area of development and opportunity to address the housing shortage and poor housing in Park ward. We have secured the support of a project lead who is currently sourcing suitable empty homes and revisiting our business plan in the light of the increasing cost of living. We aim to have purchased and renovated at least 3 houses by summer 2023.

Our second ambitious project, to create a community hub is progressing very slowly, as it requires decisions from the local authority. We continue to liaise with local councillors and council officers about the building and funding from the Coop Foundation will enable some basic feasibility work to take place over the coming year.

The last area of capital development is around Hanson Lane Enterprise Centre. Once the community hub has been secured, we anticipate that HOT staff will move into the hub and we will probably wish to redevelop the building which currently functions as our based for community projects. Various ideas have been proposed and these will be refined by the EWIC Ltd board over the next year so we have an 'oven ready' plan.

These are all ambitious capital projects requiring external finance (including loan finance) and external specialist advice, therefore a robust, steady, risk-based approach is being taken.

FUTURE PLANS (CONT'D)

(8) Governance, Management and Central Services

HR and staffing

At Halifax Opportunities Trust we aim to create a workplace where our people can be themselves and feel supported and happy, so they can perform at their best and thrive in their careers. We are therefore planning a Wellbeing Strategy to support our staff. We want to take a proactive approach so our employees prioritise their own wellbeing, and support those around them in doing the same, to prevent issues from arising. The strategy will focus on 3 main areas: Mental and Emotional Health; Physical Wellbeing; Financial Wellbeing. We will introduce mental health awareness e-learning module as part of our mandatory training. Succession planning will be another focus as strategic succession management forms the foundation of our senior leadership. Succession management will start with SMT and critical positions and will be implemented alongside our performance management process. This will ensure a sustainable pipeline of internal talent for our most senior and critical positions, and that these individuals are intentionally developed for enhanced leadership responsibility. All teams are to carry out a skills gap analysis. A skills gap is the difference between skills that employers want or need, and skills our workforce offer. Conducting a skills gap analysis will help us identify skills we need to meet our overall business goals. This will give us an insight into Halifax Opportunities Trust entire workforce, it will boost individual learning and development and help with strategic workforce planning. We will also be able to identify those employees with skill gaps and therefore we can target our training resources on those skills that require the most attention.

Marketing

Looking towards 2023 and beyond, our marketing strategy not only continues to focus on awareness building and support of service delivery, but to position the Trust as a professional organisation that is dedicated to grassroots projects. While we work with and represent the local communities within Park ward and throughout Calderdale, the Trust has over 20 years' experience; a key differentiator.

We aim to implement refreshed and more aligned branding throughout all areas of the Trust, to reflect our expertise in the services we deliver. Having a cohesive approach to how we deliver and design our marketing messages and materials fulfills our aim of positioning the Trust as a respected organisation.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Halifax Opportunities Trust, was incorporated in 2000, achieved charitable status in 2002 and has been operational since April 2002. It is a membership organisation and its trustees are elected from its membership as laid out in the Memorandum and Articles of Association. The Trust can also co-opt trustees to sit on its board but currently is not using this option.

HOT has two commercial properties on long term peppercorn leases from the local council. They are used as a base for HOT's charitable activities and are also let to local businesses to promote and encourage local business growth. The property interests are managed by a wholly owned subsidiary company, Elsie Whiteley Innovation Centre Ltd. For this reason, HOT produces consolidated accounts.

Governance

HOT is a registered charity and a company limited by guarantee. Board members are therefore both trustees of the charity and company directors. There are currently thirteen trustees.

Elected trustees serve for a maximum of fifteen years and the co-opted trustees are co-opted annually. Elected trustees are elected by the HOT membership at the AGM. Co-opted trustees are appointed by the Board. All new trustees receive an induction pack and complete a register of interest document. They are also provided with opportunities for governance and sector specific training and development.

The charity's board and the EWIC Ltd board meet quarterly. In addition to these meetings there is a Finance and HR Sub Committee and a Risk and Governance Committee. Special purpose task and finish groups are formed to meet specific needs. These meetings take place between formal board meetings to explore issues in depth and help trustees and directors better understand the changing environment in which the organisation operates. Any such groups report back to the full Board. Currently there are a Buildings Sub Committee, a Children's Centre Sub Committee, and an Apprenticeships Sub Committee.

An annual away day is held for trustees and staff at which future direction and priorities are agreed. The Strategy Plan is reviewed annually and each team produces a short business plan which outlines key activities for the year ahead. KPIs are drawn from these plans and are used as the basis for performance management within the organisation.

Management

There is an experienced senior management team of seven at the core of the organisation that meets monthly to plan pan-organisational operational activity. The team is led by the Chief Executive. The Chief Executive and the senior managers report directly to the Board at the quarterly charity and subsidiary board meetings. They produce written exception, risk and recommendation reports for these meetings and attend to respond to questions and provide further information as required. The senior team attend regular training and personal development opportunities to ensure they are keeping their professional development up to date.

STRUCTURE, GOVERNANCE AND MANAGEMENT – CONT'D

Risk management
The trustees agreed a Risk Management Plan for 2021/22 and have agreed the plan for the forthcoming year 2022/23. The Plan describes HOTs approach to risk management and assesses the strategic risks for the organisation, based on Charity Commission guidelines and using a RAG system. Red (high level) risks are dealt with immediately, with Amber being dealt with as soon as possible. Risks highlighted for 2020/21 were all mitigated or negated within the year under review, including those relating to Covid. Detailed scrutiny of the risk plan, including emerging risks identified by SMT, is delegated to the Risk and Governance Committee which is chaired by HOT's Vice Chair. This Committee agrees and summarises key risks for the full board.

Company limited by guarantee
Halifax Opportunities Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such an amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
04089288 (England and Wales)

Registered Charity number
1086183

Registered office
Hanson Lane Enterprise Centre
Hanson Lane
Halifax
West Yorkshire
HX1 5PG

Trustees

H J Barber	(Chair)
R J Craven	(Vice Chair)
R Hemblys	(Treasurer)
P W Blackman	(resigned 1/1/22)
L Burrows	(appointed 12/8/21)
A Hamid	(appointed 12/8/21)
H L Hunter	
S Hussain	(appointed 12/8/21)
T Male	
J McMullen	(appointed 10/2/22) (resigned 22/4/22)
S E Morrell	
C J Pinder	
A K Qureshi	(appointed 12/8/21)
G Rhodes	(appointed 12/8/21)
M E Stead	(resigned 24/4/22)
R M Sweeney	(appointed 21/9/21)

Company Secretary
A Haskins

REFERENCE AND ADMINISTRATIVE DETAILS – CONT'D

Auditors
Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

Bankers
Unity Trust Bank
9 Brindleyplace
Birmingham
B1 2HB

Solicitors
Finn Gledhill
1 - 4 Harrison Road
Halifax
West Yorkshire
HX1 2AG

Service address
Elsie Whiteley Innovation Centre
Hopwood Lane
Halifax
West Yorkshire
HX1 5ER

Chief Executive
A Haskins

Senior Management team

S Nazar	-	Group Finance Lead
J Bell	-	Business Centres Lead
A Hussain	-	Programmes Lead
C Parkinson	-	Children and Families Lead
H Peevers	-	Marketing Lead (to February 2022)
F Gilling	-	Marketing and Communications Lead (from March 2022)
M Ciewiertnia	-	Quality and Systems Lead

EVENTS SINCE THE END OF THE YEAR
Information relating to events since the end of the year is given in the notes to the financial statements.

STATEMENT OF TRUSTEES' RESPONSIBILITIES
The trustees (who are also the directors of Halifax Opportunities Trust for the purposes of company law) are responsible for preparing the Report of the Trustees 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 those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 auditors are 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 auditors are aware of that information.

AUDITORS
The auditors, Riley & Co Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 4 November 2022 and signed on its behalf by:

H.J. Barber

H J Barber - Trustee

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Opinion

We have audited the financial statements of Halifax Opportunities Trust (the 'parent charitable company') for the year ended 31st March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the groups and parent charitable company's affairs as at 31st March 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the parent 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 the provisions available for small entities, in the circumstances set out in note 23 to the financial statements, 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.

Material uncertainty relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

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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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's 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 take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the parent 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 groups and parent 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 parent charitable company or to cease operations, or have no realistic alternative but to do so.

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Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the industry sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Ensured laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was a susceptibility to fraud, their knowledge of actual, suspected, and alleged fraud;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the company's remuneration policies.

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risks of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

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There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the parent 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 parent charitable company's members those matters we are required to state to them in an auditors' 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Victoria Atkinson BA FCA (Senior Statutory Auditor)
for and on behalf of Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

Date: 11 November 2022

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HALIFAX OPPORTUNITIES TRUST
Statement of Consolidated Financial Activities
(Incorporating a Consolidated Income and Expenditure Account)
for the Year Ended 31st March 2022

	Notes	Unrestricted funds £	Restricted funds £	31/3/22 Total funds £	31/3/21 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	7,952	109,272	117,224	116,912
Charitable activities	4				
Provision of employment, education and training services		104,327	603,570	707,897	476,944
Provision of childcare and family support services		2,350,975	484,294	2,835,269	2,640,317
Promoting health and wellbeing		19,526	146,477	166,003	270,686
Management, administration and membership		29,550	7,974	37,524	280,210
Other trading activities	5	549,682	-	549,682	448,627
Investment income	3	91	-	91	447
Total		3,062,103	1,351,587	4,413,690	4,234,143
EXPENDITURE ON					
Charitable activities	6				
Provision of employment, education and training services		105,051	645,436	750,487	515,467
Provision of childcare and family support services		2,364,269	479,420	2,843,689	2,816,632
Promoting health and wellbeing		23,022	246,330	269,352	345,054
Management, administration and membership		69,306	9,324	78,630	295,875
Governance costs		52,909	-	52,909	41,711
Other trading activities		459,356	-	459,356	370,006
Total		3,073,913	1,380,510	4,454,423	4,384,745
NET INCOME/(EXPENDITURE)		(11,810)	(28,923)	(40,733)	(150,602)
Taxation		(2,917)	-	(2,917)	(9,957)
Other recognised gains/(losses)					
Gains on revaluation of fixed assets		1,350,000	-	1,350,000	-
Actuarial gains/(losses) on defined benefit schemes		974,000	-	974,000	(788,000)
Net movement in funds		2,309,273	(28,923)	2,280,350	(948,559)
RECONCILIATION OF FUNDS					
Total funds brought forward		(1,440,891)	(700)	(1,441,591)	(493,032)
TOTAL FUNDS CARRIED FORWARD		**868,382**	**(29,623)**	**838,759**	**(1,441,591)**

The notes form part of these financial statements

HALIFAX OPPORTUNITIES TRUST (REGISTERED NUMBER: 04089288)
Group and Charity Balance Sheet
31st March 2022

	Notes	GROUP 31.3.22 £	GROUP 31.3.21 £	CHARITY 31.3.22 £	CHARITY 31.3.21 £
FIXED ASSETS					
Tangible Assets	14	1,528,477	188,639	1,359,784	34,761
Investments	15	-	-	101	101
		1,528.477	188,639	1,359,885	34,862
CURRENT ASSETS					
Debtors	16	157,496	156,430	151,620	168,994
Cash at bank and in hand		1,545,412	1,448,715	1,347,423	1,270,425
		1,702,908	1,605,145	1,499,043	1,439,419
CREDITORS					
Amounts falling due within one year	17	(776,038)	(647,704)	(632,167)	(563,042)
PROVISION FOR LIABILITIES	19	(31,588)	(28,671)	-	-
NET CURRENT ASSETS		895,282	928,770	866,876	876,377
NET ASSETS EXCLUDING PENSION SCHEME LIABILITY		2,423,759	1,117,409	2,226,761	911,239
PENSION LIABILITY	22	(1,585,000)	(2,559,000)	(1,585,000)	(2,559,000)
NET LIABILITIES		**838,759**	**(1,441,591)**	**641,761**	**(1,647,761)**
FUNDS					
Unrestricted funds	21	1,103,382	1,118,109	559,626	644,021
Pension reserve	21	(1,585,000)	(2,559,000)	(1,585,000)	(2,559,000)
Revaluation reserve	21	1,350,000	-	1,350,000	-
		868,382	(1,440,891)	324,626	(1,914,979)
Restricted funds	21	(29,623)	(700)	317,135	267,218
TOTAL FUNDS		**838,759**	**(1,441,591)**	**641,761**	**(1,647,761)**

The notes form part of these financial statements

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These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 4 November 2022 and were signed on its behalf by:

H. J. Barber

H J Barber - Trustee

The notes form part of these financial statements

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HALIFAX OPPORTUNITIES TRUST
Cash Flow Statement
for the Year Ended 31st March 2022

	Notes	31/3/22 £	31/3/21 £
Cash flows from operating activities			
Cash generated from operations	1	153,855	(111,538)
Tax paid		(2,917)	(9,957)
Net cash provided by operating activities		150,938	(121,495)
Cash flows from investing activities			
Purchase of tangible fixed assets		(54,332)	(80,191)
Interest received		91	447
Net cash provided by/(used in) investing activities		54,241	(79,744)
Change in cash and cash equivalents in the reporting period		96,697	(201,239)
Cash and cash equivalents at the beginning of the reporting period		1,448,715	1,649,954
Cash and cash equivalents at the end of the reporting period		1,545,412	1,448,715

The notes form part of these financial statements

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31/3/22 £	31/3/21 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(40,733)	(150,602)
Adjustments for:		
Depreciation charges	64,494	39,316
Interest received	(91)	(447)
Decrease in debtors	(1,066)	56,481
Increase/(decrease) in creditors	131,251	(56,286)
Net cash provided by operations	153,855	(111,538)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/21 £	Cash flow £	At 31/3/22 £
Net cash			
Cash at bank and in hand	1,448,715	96,697	1,545,412
	1,448,715	96,697	1,545,412
Total	1,448,715	96,697	1,545,412

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Group financial statements
The Statement of Financial Activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis. The Charity has availed itself of Paragraph 3 (3) of Schedule 4 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA or Income and Expenditure Account have been presented for the Charity alone as permitted by section 230 of the Companies Act 2006 and paragraph 327 of the SORP.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

Grants where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Grants, including government grants, are credited to deferred income. Grants towards capital expenditure are released to the SoFA over the expected useful life of the assets. Grants towards revenue expenditure are released to the SoFA as the related expenditure is incurred.

Income from investments is included in the year in which it is receivable.

Income from activities for generating funds relates to property management income generated by the charity's trading subsidiaries.

1. ACCOUNTING POLICIES - continued

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

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

Redundancy costs
Redundancy costs are charged in the Statement of Financial Activities in the year in which the employees leave employment.

Grants
Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Allocation and apportionment of costs
Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	-	Over the term of the lease
Office equipment	-	15% on cost
Motor vehicles	-	33% on cost
Computer equipment	-	33% on cost

The charity capitalises all asset purchases over £2,000.

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.

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.

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1. ACCOUNTING POLICIES - continued

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.

Taxation
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds have been designated for specific purposes by the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of any restricted fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if the benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are re- measured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and the expected return on assets are shown as a net amount as other finance cost or income. Net pension finance costs are allocated to appropriate resources expended categories in the SoFA. Actuarial gains and losses are recognised based on the latest actuarial valuation.

Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme deficit is recognised in full on the balance sheet.

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1. ACCOUNTING POLICIES - continued

Defined contribution pension schemes
The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. DONATIONS AND LEGACIES

	31/3/22	31/3/21
	£	£
Donations	6,491	(3,348)
Grants	110,733	120,260
	117,224	116,912

Grants received, included in the above, are as follows:

	31/3/22	31/3/21
	£	£
Coronavirus Job Retention Scheme	-	19,898
ESOL : Syrian Families	31,284	12,778
National Milk Grant Scheme	1,461	918
Neighbourhood Learning for Deprived Communities	-	13,678
Staying Well Project	77,988	72,988
	110,733	120,260

3. INVESTMENT INCOME

	31/3/22	31/3/21
	£	£
Bank interest receivable	91	447

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4. INCOME FROM CHARITABLE ACTIVITIES

	31/3/22 £	31/3/21 £
Charitable activities income:		
Provision of employment, education, and training services	707,897	476,944
Provision of childcare and family support services	2,835,269	2,640,317
Promoting health and wellbeing	166,003	270,686
Management, administration, and membership	37,524	280,210
Management fees received from subsidiary company's		
Management, administration, and membership	-	-
	3,746,693	3,668,157

5. INCOME FROM TRADING ACTIVITIES

	31/3/22 £	31/3/21 £
Income from Trading Subsidiary		
Elsie Whiteley Innovation Centre	549,682	448,627
	549,682	448,627

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6) £	Grant funding of activities (see note 7) £	Support costs (see note 8) £	Totals £
Provision of employment, education and training services	750,487	-	-	750,487
Provision of childcare and family support services	2,843,689	-	-	2,843,689
Promoting health and wellbeing	269,352	-	-	269,352
Management, administration and membership	(289,764)	104,376	264,018	78,630
Governance costs	-	-	52,909	52,909
	3,573,764	104,376	316,927	3,995,067

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7. DIRECT COSTS OF CHARITABLE ACTIVITIES

	31/3/22	31/3/21
	£	£
Staff costs	2,886,808	3,070,358
Rates and water	5,642	8,070
Insurance	21,091	12,093
Light and heat	19,679	24,108
Telephone	45,419	42,225
Postage and stationery	37,433	43,437
Advertising	4,574	5,042
Sundries	26,754	22,982
Rent and room hire	1,638	925
Repairs and maintenance	101,729	204,145
Course costs	54,548	27,235
Training and conferences	6,761	12,409
Staff and volunteer costs	70,257	69,121
Motor and travel expenses	14,505	6,868
Bad debts	(8)	(180)
Surestart costs	221,442	99,805
Irrecoverable VAT	7,042	12,741
Legal and professional fees	10,111	2,508
Bookkeeping and accountancy	10,865	10,386
Bank charges	2,496	3,110
Depreciation	24,978	18,977
	3,573,764	3,696,365

8. GRANTS PAYABLE

	31/3/22	31/3/21
	£	£
Management, administration, and membership	104,376	-

The total grants paid to institutions during the year was as follows:

	31/3/22	31/3/21
	£	£
Kickstart grants to employers	104,376	-

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9. SUPPORT COSTS

	Management	Finance	Other	Governance costs	Totals
	£	£	£	£	£
Management, administration and membership	43,413	166,781	53,824	-	264,018
Governance costs	-	-	-	52,909	52,909
	43,413	166,781	53,824	52,909	316,927

Included within the other support costs, social security heading, is the HMRC national insurance rebate for each financial year.

Support costs, included in the above, are as follows:

Management

	31/3/22 Management, administration and membership	31/3/21 Total activities
	£	£
Wages	38,156	45,947
Social security	4,122	4,939
Pensions	1,135	1,376
	43,413	52,262

Finance

	31/3/22 Management, administration and membership	31/3/21 Total activities
	£	£
Wages	146,479	145,930
Social security	11,777	11,630
Pensions	8,525	6,468
	166,781	164,028

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9. SUPPORT COSTS - continued

Other

	31/3/22 Management, administration and membership £	31/3/21 Total activities £
Wages	49,078	57,389
Social security	5,053	2,844
Pensions	(307)	140
	53,824	60,373

Governance costs

	31/3/22 Governance costs £	31/3/21 Total activities £
Auditors' remuneration	6,999	5,999
Legal fees	45,910	35,712
	52,909	41,711

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31/3/22 £	31/3/21 £
Auditors' remuneration	7,000	6,000
Auditors' remuneration – Elsie Whiteley Innovation Centre	3,225	1,957
Depreciation - owned assets	64,494	39,316

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11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2022 nor for the year ended 31st March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2022 nor for the year ended 31st March 2021.

12. STAFF COSTS

	31/3/22	31/3/21
	£	£
Wages and salaries	3,560,685	3,152,711
Social security costs	265,543	224,959
Other pension costs	103,578	96,417
	3,929,805	3,474,087

The average monthly number of employees during the year was as follows:

	31/3/22	31/3/21
Charitable activities	161	169
Administrative	17	18
Governance	1	1
	179	188

No employees received emoluments in excess of £60,000.

The number of staff expressed as a head count at March 2022 were 182.

The key management personnel of the charity have been identified as the Chief Executive, Group Finance Lead, HR Lead, Programmes Lead, Children and Families Lead, Business Centres Lead and Marketing Lead and Quality and Systems Lead.

The aggregate employment benefits, including employer's national insurance and pension contributions, for these key management personnel for the year was £295,005 (2021 - £286,537). The salaries of the key management are set by the trustees, and then reviewed by the trustees.

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13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	30,247	86,665	116,912
Charitable activities			
Provision of employment, education and training services	73,477	403,467	476,944
Provision of childcare and family support services	2,237,728	402,589	2,640,317
Promoting health and wellbeing	(5,803)	276,489	270,686
Management, administration and membership	269,840	10,370	280,210
Other trading activities	448,627	-	448,627
Investment income	447	-	447
Total	3,054,563	1,179,580	4,234,143
EXPENDITURE ON			
Charitable activities			
Provision of employment, education and training services	109,558	405,909	515,467
Provision of childcare and family support services	2,414,043	402,589	2,816,632
Promoting health and wellbeing	(6,591)	351,645	345,054
Management, administration and membership	285,454	10,421	295,875
Governance costs	41,711	-	41,711
Other trading activities	370,006	-	370,006
Total	3,214,181	1,170,564	4.384.745
NET INCOME/(EXPENDITURE)	(159,618)	9,016	(150,602)
Transfers between funds	367	(367)	-
Taxation	(9,957)	-	(9,957)
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	(788,000)	-	(788,000)
Net movement in funds	(957,208)	8,649	(948,559)
RECONCILIATION OF FUNDS			
Total funds brought forward	(483,683)	(9,349)	(493,032)
TOTAL FUNDS CARRIED FORWARD	**(1,440,891)**	**(700)**	**(1,441,591)**

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14. TANGIBLE FIXED ASSETS

CHARITY:

	Long leasehold £	Kitchen equipment £	Office equipment £
COST			
At 1st April 2021	-	99,308	59,706
Additions	1,350,000	-	-
At 31st March 2022	1,350,000	99,308	59,706
DEPRECIATION			
At 1st April 2021	-	99,308	52,153
Charge for year	-	-	2,697
At 31st March 2022	-	99,308	54,850
NET BOOK VALUE			
At 31st March 2022	1,350,000	-	4,856
At 31st March 2021	-	-	7,553

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1st April 2021	23,673	4,732	138,274	325,693
Additions	-	-	-	1,350,000
At 31st March 2022	23,673	4,732	138,274	1,675,693
DEPRECIATION				
At 1st April 2021	21,936	3,155	114,380	290,932
Charge for year	651	1,577	20,052	24,977
At 31st March 2022	22,587	4,732	134,432	315,909
NET BOOK VALUE				
At 31st March 2022	1,086	-	3,842	1,359,784
At 31st March 2021	1,737	1,577	23,894	34,761

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14. TANGIBLE FIXED ASSETS - continued

GROUP:

	Long leasehold £	Kitchen equipment £	Office equipment £
COST			
At 1st April 2021	120,847	99,308	113,660
Additions	1,350,000	-	-
At 31st March 2022	1,470,847	99,308	113,660
DEPRECIATION			
At 1st April 2021	95,664	99,308	101,929
Charge for year	9,606	-	5,647
At 31st March 2022	105,270	99,308	107,576
NET BOOK VALUE			
At 31st March 2022	1,365,577	-	6,084
At 31st March 2021	25,183	-	11,731

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1st April 2021	263,068	4,732	151,600	753,215
Additions	52,008	-	2,323	1,404,331
At 31st March 2022	315,076	4,732	153,923	2,157,546
DEPRECIATION				
At 1st April 2021	139,628	3,155	124,891	564,575
Charge for year	26,272	1,577	21,392	64,494
At 31st March 2022	165,900	4,732	146,283	629,069
NET BOOK VALUE				
At 31st March 2022	149,176	-	7,640	1,528,477
At 31st March 2021	123,440	1,577	26,709	188,639

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14. TANGIBLE FIXED ASSETS - continued

Included within long leasehold assets are the following properties:

- Hanson Lane Enterprise Centre
- The Outback Centre

These assets have been subject to a formal valuation during the year, The valuations were undertaken by Bramleys LLP Chartered Surveyors on 8 November 2021 and represent the market value of the sites which are held under 125 year leases with Calderdale MBC.

15. FIXED ASSET INVESTMENTS

	GROUP Shares in group undertakings	CHARITY Shares in group undertakings
	£	£
MARKET VALUE		
At 1 April 2021 and 31 March 2022	-	101
NET BOOK VALUE		
At 31 March 2022	-	101
At 31 March 2021	-	101

There were no investment assets outside the UK.

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15. FIXED ASSET INVESTMENTS - continued

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

Hanson Lane Enterprise Centre Limited
Nature of business: Property management and associated services

Class of share:	% holding
Ordinary	100

	31.3.22	31.3.21
	£	£
Summary of trading results		
Turnover	-	-
Total Expenditure	-	-
Taxation	-	-
	-	-
Distribution to parent charity	-	-
	-	-
Summary of assets and liabilities		
Assets	1	1
Liabilities	-	-
	1	1

At 31 March 2020 the assets and liabilities of Hanson Lane Enterprise Centre Limited were transferred to Elsie Whiteley Innovation Centre Limited, and the company has been dormant throughout the financial year ending 31 March 2022.

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15. FIXED ASSET INVESTMENTS - continued

Elsie Whiteley Innovation Centre Limited
Nature of business: Provision of high-quality modern workspace.

Class of share:	% holding
Ordinary	100

	31.3.22	31.3.21
	£	£
Summary of trading results		
Turnover	596,304	503,669
Total Expenditure	(558,396)	(450,321)
Other Income	34,676	35,448
Interest payable and similar charges	-	-
Taxation	(2,917)	(9,957)
	69,667	78,839
Distribution to parent charity	(78,839)	(74,465)
	9,172	4,374
Summary of assets and liabilities		
Assets	422,587	448,672
Liabilities	(258,194)	(242,407)
	197,093	206,265

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16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP 31.3.22 £	GROUP 31.3.21 £	CHARITY 31.3.22 £	CHARITY 31.3.21 £
Trade debtors	62,314	107,512	16,068	59,757
Amounts owed by group undertakings	-	-	50,036	51,708
VAT	-	-	-	13,370
Other debtors	95,182	48,918	85,516	44,159
	157,496	156,430	151,620	168,994

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP 31.3.22 £	GROUP 31.3.21 £	CHARITY 31.3.22 £	CHARITY 31.3.21 £
Trade creditors	36,317	44,732	25,147	36,315
Amounts owing to group undertakings	-	-	-	23,754
Social security and other taxes	53,309	48,959	53,309	48,959
Wages control account	-	18,021	-	18,021
VAT	25,464	3,948	6,602	-
Pension schemes	6,614	7,133	6,614	7,133
Accruals and deferred income	654,334	524,911	540,495	428,860
	776,038	647,704	632,167	563,042

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18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31/3/22	31/3/21
	£	£
Within one year	6	7
Between one and five years	25	28
In more than five years	239	5
	270	40

Included within annual lease commitments above are the annual 'peppercorn' rents payable on demand for the long leases (125 years) on Hanson Lane Enterprise Centre and The Outback.

19. PROVISIONS FOR LIABILITIES

	GROUP	GROUP	CHARITY	CHARITY
	31.3.22	31.3.21	31.3.22	31.3.21
	£	£	£	£
Deferred tax	31,588	28,671	-	-

20. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	31/3/22 Total funds	31/3/21 Total funds
	£	£	£	£
Fixed assets	1,528,477	-	1,528,477	188,639
Investments	-	-	-	-
Current assets	1,702,908	-	1,702,908	1,605,145
Current liabilities	(778,003)	(29,623)	(807,626)	(676,375)
Pension liability	(1,585,000)	-	(1,585,000)	(2,559,000)
	868,382	(29,623)	838,759	(1,441,591)

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21. MOVEMENT IN GROUP FUNDS

	At 1/4/21 £	Net movement in funds £	At 31/3/22 £
Unrestricted funds			
General fund	1,118,109	(14,727)	1,103,382
Pension reserve	(2,559,000)	974,000	(1,585,000)
Revaluation reserve	-	1,350,000	1,350,000
	(1,440,891)	2,309,273	868,382
Restricted funds			
Active Calderdale	-	(6,090)	(6,090)
Architectural Heritage Fund - Hopwood Triangle	-	(1,350)	(1,350)
Calderdale Food Network	789	-	789
Community Led Homes (Start Up Support)	275	-	275
Community Organisers	(503)	(9)	(512)
Connecting Opportunities	-	(10,174)	(10,174)
EEF Centres - Sowerby New Road Nursery	-	4,875	4,875
DEFRA	2,552	(2,584)	(32)
Employment Services - Holiday Kitchen	(3,452)	(10)	(3,462)
ESOL Project costs	4,294	-	4,294
Food Parcel Delivery - Covid 19	-	2,853	2,853
Health Inequalities Fund	-	(180)	(180)
Inclusive Economy	(2,324)	2,324	-
Inspire	(118)	118	-
Neighbourhood Learning for Deprived Communities	13,951	(296)	13,655
Place Based Social Action	(1,995)	-	(1,995)
Prosperous Calderdale	(362)	(1,065)	(1,427)
Sehat - P2C CCLORS	-	(3,406)	(3,406)
Staying Well Project	(16,162)	(11,574)	(27,736)
Together Calderdale Project	2,354	(2,354)	-
	(700)	(28,923)	(29,623)
TOTAL FUNDS	(1,441,591)	2,280,350	838,759

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21. MOVEMENT IN GROUP FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,062,103	(3,076,830)	-	(14,727)
Pension reserve	-	-	974,000	974,000
Revaluation reserve	-	-	1,350,000	1,350,000
	3,062,103	(3,076,830)	2,324,000	2,309,273
Restricted funds				
Active Calderdale	34,788	(40,878)	-	(6,090)
Architectural Heritage Fund - Hopwood Triangle	7,050	(8,400)	-	(1,350)
Barrier Breaker	821	(821)	-	-
Building Better Opportunities - Hopeful Families	215,504	(215,504)	-	-
Calfund	25,474	(25,474)	-	-
Census Project	12,167	(12,167)	-	-
Community Organisers	-	(9)	-	(9)
Connecting Opportunities	145,326	(155,500)	-	(10,174)
EEF Centres - Jubilee Nursery	199,550	(199,550)	-	-
EEF Centres - Siddal Nursery	70,689	(70,689)	-	-
EEF Centres - Sowerby New Road Nursery	4,875	-	-	4,875
EEF Centres - Todmorden Nursery	83,893	(83,893)	-	-
DEFRA	(1,000)	(1,584)	-	(2,584)
Employment Services - Holiday Kitchen	-	(10)	-	(10)
ESOL : Syrian Families	31,284	(31,284)	-	-
Food Parcel Delivery - Covid 19	6,543	(3,690)	-	2,853
Harnessing Power of Communities	817	(817)	-	-
Health Inequalities Fund	-	(180)	-	(180)
NHS Hospital Recruitment Event	250	(250)	-	-
Inclusive Economy	27,187	(24,863)	-	2,324
Individuals Fund	924	(924)	-	-
Inspire	18,964	(18,846)	-	118
Kickstart	119,767	(119,767)	-	-
Little Gems Nursery	125,288	(125,288)	-	-
Neighbourhood Learning for Deprived Comm.	-	(296)	-	(296)
Place Based Social Action - Let's Get Socially Active	74,447	(74,447)	-	-
Prosperous Calderdale	-	(1,065)	-	(1,065)
Sehat - P2C CCLORS	29,667	(33,073)	-	(3,406)
Social Action Hub	1,215	(1,215)	-	-
The Space Rastrick	3,645	(3,645)	-	-
Staying Well Project	77,988	(89,562)	-	(11,574)

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21. MOVEMENT IN GROUP FUNDS - continued

Together Calderdale Project	34,465	(36,819)	-	(2,354)
	1,351,587	(1,380,510)	-	(28,923)
TOTAL FUNDS	4,413,690	(4,457,340)	2,324,000	2,280,350

Comparatives for movement in funds

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund	1,287,317	(169,575)	367	1,118,109
Pension reserve	(1,771,000)	(788,000)	-	(2,559,000)
	(483,683)	(957,575)	367	(1,440,891)
Restricted funds				
Calderdale Food Network	-	789	-	789
Community Led Homes (Start Up Support)	-	275	-	275
Community Organisers	-	(503)	-	(503)
DEFRA	-	2,552	-	2,552
Employment Services - Holiday Kitchen	456	-	(456)	-
ESOL Project costs	4,294	-	-	4,294
Groundwork	(3,077)	(375)	-	(3,452)
Inclusive Economy	-	(2,324)	-	(2,324)
Inspire	-	(118)	-	(118)
Neighbourhood Learning for Deprived Comm.	324	13,627	-	13,951
Place Based Social Action	-	(1,995)	-	(1,995)
Prosperous Calderdale	-	(362)	-	(362)
Sessional staff	(89)	-	89	-
Staying Well Project	(13,611)	(2,550)	-	(16,161)
Together Calderdale Project	2,354	-	-	2,354
	(9,349)	9,016	(367)	(700)
TOTAL FUNDS	(493,032)	(948,559)	-	(1,441,591)

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21. MOVEMENT IN GROUP FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,054,563	(3,224,138)	-	(169,575)
Pension reserve	-	-	(788,000)	(788,000)
	3,054,563	(3,224,138)	(788,000)	(957,575)
Restricted funds				
Active Calderdale	44,268	(44,268)	-	-
Architectural Heritage Fund - Hopwood Triangle	10,000	(10,000)	-	-
Building Better Opportunities - Hopeful Families	156,585	(156,585)	-	-
Calderdale Food Network	789	-	-	789
Calfund	11,147	(11,147)	-	-
Census Project	381	(381)	-	-
CFFC - Calderdale Food Mixer	1,000	(1,000)	-	-
Community Led Homes (Start Up Support)	9,775	(9,500)	-	275
Community Organisers	(503)	-	-	(503)
Connecting Opportunities	163,036	(163,036)	-	-
EEF Centres - Jubilee Nursery	163,300	(163,300)	-	-
EEF Centres - Siddal Nursery	67,631	(67,631)	-	-
EEF Centres - Sowerby New Road Nursery	23,956	(23,956)	-	-
EEF Centres - Todmorden Nursery	64,146	(64,146)	-	-
DEFRA	5,500	(2,948)	-	2,552
ESOL: Syrian Families	12,778	(12,778)	-	-
Food Parcel Delivery - Covid 19	9,305	(9,305)	-	-
Groundwork	(1)	(374)	-	(375)
Harnessing Power of Communities	757	(757)	-	-
Inclusive Economy	26,550	(28,874)	-	(2,324)
Individuals Fund	370	(370)	-	-
Inspire	-	(118)	-	(118)
Little Gems Nursery	83,557	(83,557)	-	-
Neighbourhood Learning for Deprived Comm.	13,678	(51)	-	13,627
Place Based Social Action	(235)	(1,760)	-	(1,995)
Place Based Social Action - Let's Get Socially Active	76,924	(76,924)	-	-
Prosperous Calderdale	58,412	(58,774)	-	(362)
Sehat - P2C CCLORS	68,560	(68,560)	-	-
Social Action Hub	1,304	(1,304)	-	-
Staying Well Project	73,238	(75,788)	-	(2,550)
Together Calderdale Project	33,371	(33,371)	-	-
	1,179,580	(1,170,564)	-	9,016
TOTAL FUNDS	4,234,143	(4,394,702)	(788,000)	(948,559)

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21. MOVEMENT IN GROUP FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund	1,287,317	(184,302)	367	1,103,382
Pension reserve	(1,771,000)	186,000	-	(1,585,000)
Revaluation reserve	-	1,350,000	-	1,350,000
	(483,683)	1,351,698	367	868,382
Restricted funds				
Active Calderdale	-	(6,090)	-	(6,090)
Architectural Heritage Fund - Hopwood Triangle	-	(1,350)	-	(1,350)
Calderdale Food Network	-	789	-	789
Community Led Homes (Start Up Support)	-	275	-	275
Community Organisers	-	(512)	-	(512)
Connecting Opportunities	-	(10,174)	-	(10,174)
EEF Centres - Sowerby New Road Nursery	-	4,875	-	4,875
DEFRA	-	(32)	-	(32)
Employment Services - Holiday Kitchen	456	(10)	(456)	(10)
ESOL Project costs	4,294	-	-	4,294
Food Parcel Delivery - Covid 19	-	2,853	-	2,853
Groundwork	(3,077)	(375)	-	(3,452)
Health Inequalities Fund	-	(180)	-	(180)
Neighbourhood Learning for Deprived Comm.	324	13,331	-	13,655
Place Based Social Action	-	(1,995)	-	(1,995)
Prosperous Calderdale	-	(1,427)	-	(1,427)
Sehat - P2C CCLORS	-	(3,406)	-	(3,406)
Sessional staff	(89)	-	(89)	-
Staying Well Project	(13,612)	(14,124)	-	(27,736)
Together Calderdale Project	2,354	(2,354)	-	-
	(9,349)	(19,907)	(367)	(29,623)
TOTAL FUNDS	(493,032)	1,331,791	-	838,759

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21. MOVEMENT IN GROUP FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	6,116,666	(6,300,968)	-	(184,302)
Pension reserve	-	-	186,000	186,000
Revaluation reserve	-	-	1,350,000	1,350,000
	6,116,666	(6,300,968)	1,536,000	1,351,698
Restricted funds				
Active Calderdale	79,056	(85,146)	-	(6,090)
Architectural Heritage Fund - Hopwood Triangle	17,050	(18,400)	-	(1,350)
Barrier Breaker	821	(821)	-	-
Building Better Opportunities - Hopeful Families	372,089	(372,089)	-	-
Calderdale Food Network	789	-	-	789
Calfund	36,621	(36,621)	-	-
Census Project	12,548	(12,548)	-	-
CFFC - Calderdale Food Mixer	1,000	(1,000)	-	-
Community Led Homes (Start Up Support)	9,775	(9,500)	-	275
Community Organisers	(503)	(9)	-	(512)
Connecting Opportunities	308,362	(318,536)	-	(10,174)
EEF Centres - Jubilee Nursery	362,850	(362,850)	-	-
EEF Centres - Siddal Nursery	138,320	(138,320)	-	-
EEF Centres - Sowerby New Road Nursery	28,831	(23,956)	-	4,875
EEF Centres - Todmorden Nursery	148,039	(148,039)	-	-
DEFRA	4,500	(4,532)	-	(32)
Employment Services - Holiday Kitchen	-	(10)	-	(10)
ESOL : Syrian Families	44,062	(44,062)	-	-
Food Parcel Delivery - Covid 19	15,848	(12,995)	-	2,853
Groundwork	(1)	(374)	-	(375)
Harnessing Power of Communities	1,574	(1,574)	-	-
Health Inequalities Fund	-	(180)	-	(180)
NHS Hospital Recruitment Event	250	(250)	-	-
Inclusive Economy	53,737	(53,737)	-	-
Individuals Fund	1,294	(1,294)	-	-
Inspire	18,964	(18,964)	-	-
Kickstart	119,767	(119,767)	-	-
Little Gems Nursery	208,845	(208,845)	-	-
Neighbourhood Learning for Deprived Comm.	13,678	(347)	-	13,331
Place Based Social Action	(235)	(1,760)	-	(1,995)

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21. MOVEMENT IN GROUP FUNDS - continued

Place Based Social Action - Let's Get Socially Active	151,371	(151,371)	-	-
Prosperous Calderdale	58,412	(59,839)	-	(1,427)
Sehat - P2C CCLORS	98,227	(101,633)	-	(3,406)
Social Action Hub	2,519	(2,519)	-	-
The Space Rastrick	3,645	(3,645)	-	-
Staying Well Project	151,226	(165,350)	-	(14,124)
Together Calderdale Project	67,836	(70,190)	-	(2,354)
	2,531,167	(2,551,074)	-	(19,907)
TOTAL FUNDS	8,647,833	(8,852,042)	1,536,000	1,331,791

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22. EMPLOYEE BENEFIT OBLIGATIONS

The charity is a member of a defined benefit scheme with The West Yorkshire Pension Fund.

The West Yorkshire Pension Fund Scheme is funded and contracted out of the state scheme. The last tri-annual valuation of the scheme took place at 31 March 2019 and was undertaken by professionally qualified actuaries, AON Hewitt, using the projected unit method. The Charity has paid for a valuation of its scheme as at 31 March 2022 and the figures below are based on that valuation.

The charity became a participating employer in the scheme on 1 July 2014 and acquired net liabilities of £528,000 on that date.

The notional value of the liabilities of the charity's share of the scheme at 31 March 2022 was £5,594,000 the present value of the assets was £4,009,000 leaving a net pension liability of £1,585,000 at 31 March 2022.

Contributions
The employer contributions made to the scheme during the year were £14,000 (2021: £40,000). £Nil was unpaid at the year end.

The employers' regular contributions to the Fund for the accounting period ending 31 March 2023 are estimated to be approximately £14,000.

Key assumptions
The latest actuarial valuation of the Charity's liabilities took place as at 31 March 2019. Liabilities have been estimated by the independent qualified actuary on an actuarial basis using the projected unit credit method.

The principal assumptions used by the actuary in updating the latest valuation of the Fund for FRS 102 purposes were:

	31 March 2022 (%)	31 March 2021 (%)
Discount rate	2.70	2.05
Inflation - CPI	2.90	2.80
Pension increases	2.90	2.80
Pension accounts revaluation rate	2.90	2.80
Salary increases	2.00	2.00

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22. EMPLOYEE BENEFIT OBLIGATIONS - continued

Expected return on assets

The approximate split of assets for the Fund as a whole (based on data supplied by the Fund Administering Authority) is shown in the table below. Also shown are the assumed rates of return adopted by the Employer for the purposes of FRS 102.

The charity employs a building block approach in determining the rate of return on Fund assets. Historical markets are studied and assets with higher volatility are assumed to generate higher returns consistent with widely accepted capital market principles. The assumed rate of return on each asset class is set out within this note. The overall rate of return on assets is then derived by aggregating the expected return for each asset class over the actual asset allocation for the Fund at 31 March 2019.

	Asset split at 31 March 2022 (%)	Asset split at 31 March 2021 (%)
Equities	79.8	79.7
Property	4.0	3.8
Government bonds	7.4	8.3
Corporate bonds	4.8	4.6
Cash	2.9	2.0
Other	1.1	1.6
Average Return / Total	**100.00**	**100.0**

Reconciliation of funded status to Balance Sheet

	Value as at 31 March 2022 £000's	Value as at March 2021 £000's
Fair value of assets	4,009	3,652
Present value of funded liabilities	(5,594)	(6,211)
Pension asset / (liability) before consideration of paragraph 41	(1,585)	(2,559)
Unrecognised asset due to limit in paragraph 41	-	-
Net pension asset/(liability)	**(1,585)**	**(2,559)**

Analysis of profit and loss charge

	Period ending 31 March 2022 £000's
Operating cost:	
Current service cost	202
Past service cost	-
Interest cost	-
Curtailment cost	-
Settlement cost	-
Financing cost: Interest on net defined benefit liability / (asset)	52
Pension expense recognised in SOFA	**254**

22. EMPLOYEE BENEFIT OBLIGATIONS - continued

Changes to the present value of the defined benefit obligation

	Period ending 31 March 2022 £000's
Opening defined benefit obligation	6,211
Current service cost	202
Interest expense on defined benefit obligation	127
Contributions by participants	25
Actuarial (gains) / losses on liabilities	(901)
Net benefits paid out	(70)
Past service cost	-
Net increase in liabilities from disposals / acquisitions	-
Curtailment cost	-
Settlements	-
Closing defined benefit obligation	**5,594**

Changes to the fair value of assets

	Period ending 31 March 2022 £000's
Opening fair value of assets	3,652
Interest income on assets	75
Remeasurement gains / (losses) on assets	313
Contributions by the employer	14
Contributions by participants	25
Net benefits paid out	(70)
Net increase in assets from disposals and acquisitions	-
Settlements	-
Closing fair value of assets	**4,009**

23. CONTINGENT LIABILITIES

As a member of a VAT group with its subsidiaries, the charity is jointly and severally liable for the VAT debts of any of the VAT group members.

24. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Transactions with Directors – Elsie Whiteley Innovation Centre
During the year charges have been made by U-Look-I-C Limited, a company linked to Paul Blackman, for consultancy services.

The charges in the year were £4,800, and there was a balance of £2,400 outstanding at 31 March 2022.

25. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

26. ULTIMATE CONTROLLING PARTY

The charity is under the control of the board of trustees.

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1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31/3/22 £	31/3/21 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(40,733)	(150,602)
Adjustments for:		
Depreciation charges	64,494	39,316
Interest received	(91)	(447)
Decrease in debtors	(1,066)	56,481
Increase/(decrease) in creditors	131,251	(56,286)
Net cash provided by operations	153,855	(111,538)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/21 £	Cash flow £	At 31/3/22 £
Net cash			
Cash at bank and in hand	1,448,715	96,697	1,545,412
	1,448,715	96,697	1,545,412
Total	1,448,715	96,697	1,545,412

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Group financial statements
The Statement of Financial Activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis. The Charity has availed itself of Paragraph 3 (3) of Schedule 4 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA or Income and Expenditure Account have been presented for the Charity alone as permitted by section 230 of the Companies Act 2006 and paragraph 327 of the SORP.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

Grants where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Grants, including government grants, are credited to deferred income. Grants towards capital expenditure are released to the SoFA over the expected useful life of the assets. Grants towards revenue expenditure are released to the SoFA as the related expenditure is incurred.

Income from investments is included in the year in which it is receivable.

Income from activities for generating funds relates to property management income generated by the charity's trading subsidiaries.

1. ACCOUNTING POLICIES - continued

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

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

Redundancy costs
Redundancy costs are charged in the Statement of Financial Activities in the year in which the employees leave employment.

Grants
Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Allocation and apportionment of costs
Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	-	Over the term of the lease
Office equipment	-	15% on cost
Motor vehicles	-	33% on cost
Computer equipment	-	33% on cost

The charity capitalises all asset purchases over £2,000.

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.

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.

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1. ACCOUNTING POLICIES - continued

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.

Taxation
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds have been designated for specific purposes by the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of any restricted fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if the benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are re- measured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and the expected return on assets are shown as a net amount as other finance cost or income. Net pension finance costs are allocated to appropriate resources expended categories in the SoFA. Actuarial gains and losses are recognised based on the latest actuarial valuation.

Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme deficit is recognised in full on the balance sheet.

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1. ACCOUNTING POLICIES - continued

Defined contribution pension schemes
The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. DONATIONS AND LEGACIES

	31/3/22	31/3/21
	£	£
Donations	6,491	(3,348)
Grants	110,733	120,260
	117,224	116,912

Grants received, included in the above, are as follows:

	31/3/22	31/3/21
	£	£
Coronavirus Job Retention Scheme	-	19,898
ESOL : Syrian Families	31,284	12,778
National Milk Grant Scheme	1,461	918
Neighbourhood Learning for Deprived Communities	-	13,678
Staying Well Project	77,988	72,988
	110,733	120,260

3. INVESTMENT INCOME

	31/3/22	31/3/21
	£	£
Bank interest receivable	91	447

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4. INCOME FROM CHARITABLE ACTIVITIES

	31/3/22 £	31/3/21 £
Charitable activities income:		
Provision of employment, education, and training services	707,897	476,944
Provision of childcare and family support services	2,835,269	2,640,317
Promoting health and wellbeing	166,003	270,686
Management, administration, and membership	37,524	280,210
Management fees received from subsidiary company's		
Management, administration, and membership	-	-
	3,746,693	3,668,157

5. INCOME FROM TRADING ACTIVITIES

	31/3/22 £	31/3/21 £
Income from Trading Subsidiary		
Elsie Whiteley Innovation Centre	549,682	448,627
	549,682	448,627

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6) £	Grant funding of activities (see note 7) £	Support costs (see note 8) £	Totals £
Provision of employment, education and training services	750,487	-	-	750,487
Provision of childcare and family support services	2,843,689	-	-	2,843,689
Promoting health and wellbeing	269,352	-	-	269,352
Management, administration and membership	(289,764)	104,376	264,018	78,630
Governance costs	-	-	52,909	52,909
	3,573,764	104,376	316,927	3,995,067

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7. DIRECT COSTS OF CHARITABLE ACTIVITIES

	31/3/22	31/3/21
	£	£
Staff costs	2,886,808	3,070,358
Rates and water	5,642	8,070
Insurance	21,091	12,093
Light and heat	19,679	24,108
Telephone	45,419	42,225
Postage and stationery	37,433	43,437
Advertising	4,574	5,042
Sundries	26,754	22,982
Rent and room hire	1,638	925
Repairs and maintenance	101,729	204,145
Course costs	54,548	27,235
Training and conferences	6,761	12,409
Staff and volunteer costs	70,257	69,121
Motor and travel expenses	14,505	6,868
Bad debts	(8)	(180)
Surestart costs	221,442	99,805
Irrecoverable VAT	7,042	12,741
Legal and professional fees	10,111	2,508
Bookkeeping and accountancy	10,865	10,386
Bank charges	2,496	3,110
Depreciation	24,978	18,977
	3,573,764	3,696,365

8. GRANTS PAYABLE

	31/3/22	31/3/21
	£	£
Management, administration, and membership	104,376	-

The total grants paid to institutions during the year was as follows:

	31/3/22	31/3/21
	£	£
Kickstart grants to employers	104,376	-

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9. SUPPORT COSTS

	Management	Finance	Other	Governance costs	Totals
	£	£	£	£	£
Management, administration and membership	43,413	166,781	53,824	-	264,018
Governance costs	-	-	-	52,909	52,909
	43,413	166,781	53,824	52,909	316,927

Included within the other support costs, social security heading, is the HMRC national insurance rebate for each financial year.

Support costs, included in the above, are as follows:

Management

	31/3/22 Management, administration and membership	31/3/21 Total activities
	£	£
Wages	38,156	45,947
Social security	4,122	4,939
Pensions	1,135	1,376
	43,413	52,262

Finance

	31/3/22 Management, administration and membership	31/3/21 Total activities
	£	£
Wages	146,479	145,930
Social security	11,777	11,630
Pensions	8,525	6,468
	166,781	164,028

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9. SUPPORT COSTS - continued

Other

	31/3/22 Management, administration and membership £	31/3/21 Total activities £
Wages	49,078	57,389
Social security	5,053	2,844
Pensions	(307)	140
	53,824	60,373

Governance costs

	31/3/22 Governance costs £	31/3/21 Total activities £
Auditors' remuneration	6,999	5,999
Legal fees	45,910	35,712
	52,909	41,711

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31/3/22 £	31/3/21 £
Auditors' remuneration	7,000	6,000
Auditors' remuneration – Elsie Whiteley Innovation Centre	3,225	1,957
Depreciation - owned assets	64,494	39,316

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11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2022 nor for the year ended 31st March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2022 nor for the year ended 31st March 2021.

12. STAFF COSTS

	31/3/22	31/3/21
	£	£
Wages and salaries	3,560,685	3,152,711
Social security costs	265,543	224,959
Other pension costs	103,578	96,417
	3,929,805	3,474,087

The average monthly number of employees during the year was as follows:

	31/3/22	31/3/21
Charitable activities	161	169
Administrative	17	18
Governance	1	1
	179	188

No employees received emoluments in excess of £60,000.

The number of staff expressed as a head count at March 2022 were 182.

The key management personnel of the charity have been identified as the Chief Executive, Group Finance Lead, HR Lead, Programmes Lead, Children and Families Lead, Business Centres Lead and Marketing Lead and Quality and Systems Lead.

The aggregate employment benefits, including employer's national insurance and pension contributions, for these key management personnel for the year was £295,005 (2021 - £286,537). The salaries of the key management are set by the trustees, and then reviewed by the trustees.

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13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	30,247	86,665	116,912
Charitable activities			
Provision of employment, education and training services	73,477	403,467	476,944
Provision of childcare and family support services	2,237,728	402,589	2,640,317
Promoting health and wellbeing	(5,803)	276,489	270,686
Management, administration and membership	269,840	10,370	280,210
Other trading activities	448,627	-	448,627
Investment income	447	-	447
Total	3,054,563	1,179,580	4,234,143
EXPENDITURE ON			
Charitable activities			
Provision of employment, education and training services	109,558	405,909	515,467
Provision of childcare and family support services	2,414,043	402,589	2,816,632
Promoting health and wellbeing	(6,591)	351,645	345,054
Management, administration and membership	285,454	10,421	295,875
Governance costs	41,711	-	41,711
Other trading activities	370,006	-	370,006
Total	3,214,181	1,170,564	4.384.745
NET INCOME/(EXPENDITURE)	(159,618)	9,016	(150,602)
Transfers between funds	367	(367)	-
Taxation	(9,957)	-	(9,957)
Other recognised gains/(losses)			
Actuarial gains/(losses) on defined benefit schemes	(788,000)	-	(788,000)
Net movement in funds	(957,208)	8,649	(948,559)
RECONCILIATION OF FUNDS			
Total funds brought forward	(483,683)	(9,349)	(493,032)
TOTAL FUNDS CARRIED FORWARD	**(1,440,891)**	**(700)**	**(1,441,591)**

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14. TANGIBLE FIXED ASSETS

CHARITY:

	Long leasehold £	Kitchen equipment £	Office equipment £
COST			
At 1st April 2021	-	99,308	59,706
Additions	1,350,000	-	-
At 31st March 2022	1,350,000	99,308	59,706
DEPRECIATION			
At 1st April 2021	-	99,308	52,153
Charge for year	-	-	2,697
At 31st March 2022	-	99,308	54,850
NET BOOK VALUE			
At 31st March 2022	1,350,000	-	4,856
At 31st March 2021	-	-	7,553

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1st April 2021	23,673	4,732	138,274	325,693
Additions	-	-	-	1,350,000
At 31st March 2022	23,673	4,732	138,274	1,675,693
DEPRECIATION				
At 1st April 2021	21,936	3,155	114,380	290,932
Charge for year	651	1,577	20,052	24,977
At 31st March 2022	22,587	4,732	134,432	315,909
NET BOOK VALUE				
At 31st March 2022	1,086	-	3,842	1,359,784
At 31st March 2021	1,737	1,577	23,894	34,761

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14. TANGIBLE FIXED ASSETS - continued

GROUP:

	Long leasehold £	Kitchen equipment £	Office equipment £
COST			
At 1st April 2021	120,847	99,308	113,660
Additions	1,350,000	-	-
At 31st March 2022	1,470,847	99,308	113,660
DEPRECIATION			
At 1st April 2021	95,664	99,308	101,929
Charge for year	9,606	-	5,647
At 31st March 2022	105,270	99,308	107,576
NET BOOK VALUE			
At 31st March 2022	1,365,577	-	6,084
At 31st March 2021	25,183	-	11,731

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1st April 2021	263,068	4,732	151,600	753,215
Additions	52,008	-	2,323	1,404,331
At 31st March 2022	315,076	4,732	153,923	2,157,546
DEPRECIATION				
At 1st April 2021	139,628	3,155	124,891	564,575
Charge for year	26,272	1,577	21,392	64,494
At 31st March 2022	165,900	4,732	146,283	629,069
NET BOOK VALUE				
At 31st March 2022	149,176	-	7,640	1,528,477
At 31st March 2021	123,440	1,577	26,709	188,639

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14. TANGIBLE FIXED ASSETS - continued

Included within long leasehold assets are the following properties:

- Hanson Lane Enterprise Centre
- The Outback Centre

These assets have been subject to a formal valuation during the year, The valuations were undertaken by Bramleys LLP Chartered Surveyors on 8 November 2021 and represent the market value of the sites which are held under 125 year leases with Calderdale MBC.

15. FIXED ASSET INVESTMENTS

	GROUP Shares in group undertakings	CHARITY Shares in group undertakings
	£	£
MARKET VALUE		
At 1 April 2021 and 31 March 2022	-	101
NET BOOK VALUE		
At 31 March 2022	-	101
At 31 March 2021	-	101

There were no investment assets outside the UK.

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15. FIXED ASSET INVESTMENTS - continued

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

Hanson Lane Enterprise Centre Limited
Nature of business: Property management and associated services

Class of share:	% holding
Ordinary	100

	31.3.22	31.3.21
	£	£
Summary of trading results		
Turnover	-	-
Total Expenditure	-	-
Taxation	-	-
	-	-
Distribution to parent charity	-	-
	-	-
Summary of assets and liabilities		
Assets	1	1
Liabilities	-	-
	1	1

At 31 March 2020 the assets and liabilities of Hanson Lane Enterprise Centre Limited were transferred to Elsie Whiteley Innovation Centre Limited, and the company has been dormant throughout the financial year ending 31 March 2022.

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15. FIXED ASSET INVESTMENTS - continued

Elsie Whiteley Innovation Centre Limited
Nature of business: Provision of high-quality modern workspace.

Class of share:	% holding
Ordinary	100

	31.3.22	31.3.21
	£	£
Summary of trading results		
Turnover	596,304	503,669
Total Expenditure	(558,396)	(450,321)
Other Income	34,676	35,448
Interest payable and similar charges	-	-
Taxation	(2,917)	(9,957)
	69,667	78,839
Distribution to parent charity	(78,839)	(74,465)
	9,172	4,374
Summary of assets and liabilities		
Assets	422,587	448,672
Liabilities	(258,194)	(242,407)
	197,093	206,265

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16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP 31.3.22 £	GROUP 31.3.21 £	CHARITY 31.3.22 £	CHARITY 31.3.21 £
Trade debtors	62,314	107,512	16,068	59,757
Amounts owed by group undertakings	-	-	50,036	51,708
VAT	-	-	-	13,370
Other debtors	95,182	48,918	85,516	44,159
	157,496	156,430	151,620	168,994

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP 31.3.22 £	GROUP 31.3.21 £	CHARITY 31.3.22 £	CHARITY 31.3.21 £
Trade creditors	36,317	44,732	25,147	36,315
Amounts owing to group undertakings	-	-	-	23,754
Social security and other taxes	53,309	48,959	53,309	48,959
Wages control account	-	18,021	-	18,021
VAT	25,464	3,948	6,602	-
Pension schemes	6,614	7,133	6,614	7,133
Accruals and deferred income	654,334	524,911	540,495	428,860
	776,038	647,704	632,167	563,042

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18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31/3/22	31/3/21
	£	£
Within one year	6	7
Between one and five years	25	28
In more than five years	239	5
	270	40

Included within annual lease commitments above are the annual 'peppercorn' rents payable on demand for the long leases (125 years) on Hanson Lane Enterprise Centre and The Outback.

19. PROVISIONS FOR LIABILITIES

	GROUP	GROUP	CHARITY	CHARITY
	31.3.22	31.3.21	31.3.22	31.3.21
	£	£	£	£
Deferred tax	31,588	28,671	-	-

20. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	31/3/22 Total funds	31/3/21 Total funds
	£	£	£	£
Fixed assets	1,528,477	-	1,528,477	188,639
Investments	-	-	-	-
Current assets	1,702,908	-	1,702,908	1,605,145
Current liabilities	(778,003)	(29,623)	(807,626)	(676,375)
Pension liability	(1,585,000)	-	(1,585,000)	(2,559,000)
	868,382	(29,623)	838,759	(1,441,591)

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21. MOVEMENT IN GROUP FUNDS

	At 1/4/21 £	Net movement in funds £	At 31/3/22 £
Unrestricted funds			
General fund	1,118,109	(14,727)	1,103,382
Pension reserve	(2,559,000)	974,000	(1,585,000)
Revaluation reserve	-	1,350,000	1,350,000
	(1,440,891)	2,309,273	868,382
Restricted funds			
Active Calderdale	-	(6,090)	(6,090)
Architectural Heritage Fund - Hopwood Triangle	-	(1,350)	(1,350)
Calderdale Food Network	789	-	789
Community Led Homes (Start Up Support)	275	-	275
Community Organisers	(503)	(9)	(512)
Connecting Opportunities	-	(10,174)	(10,174)
EEF Centres - Sowerby New Road Nursery	-	4,875	4,875
DEFRA	2,552	(2,584)	(32)
Employment Services - Holiday Kitchen	(3,452)	(10)	(3,462)
ESOL Project costs	4,294	-	4,294
Food Parcel Delivery - Covid 19	-	2,853	2,853
Health Inequalities Fund	-	(180)	(180)
Inclusive Economy	(2,324)	2,324	-
Inspire	(118)	118	-
Neighbourhood Learning for Deprived Communities	13,951	(296)	13,655
Place Based Social Action	(1,995)	-	(1,995)
Prosperous Calderdale	(362)	(1,065)	(1,427)
Sehat - P2C CCLORS	-	(3,406)	(3,406)
Staying Well Project	(16,162)	(11,574)	(27,736)
Together Calderdale Project	2,354	(2,354)	-
	(700)	(28,923)	(29,623)
TOTAL FUNDS	(1,441,591)	2,280,350	838,759

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21. MOVEMENT IN GROUP FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,062,103	(3,076,830)	-	(14,727)
Pension reserve	-	-	974,000	974,000
Revaluation reserve	-	-	1,350,000	1,350,000
	3,062,103	(3,076,830)	2,324,000	2,309,273
Restricted funds				
Active Calderdale	34,788	(40,878)	-	(6,090)
Architectural Heritage Fund - Hopwood Triangle	7,050	(8,400)	-	(1,350)
Barrier Breaker	821	(821)	-	-
Building Better Opportunities - Hopeful Families	215,504	(215,504)	-	-
Calfund	25,474	(25,474)	-	-
Census Project	12,167	(12,167)	-	-
Community Organisers	-	(9)	-	(9)
Connecting Opportunities	145,326	(155,500)	-	(10,174)
EEF Centres - Jubilee Nursery	199,550	(199,550)	-	-
EEF Centres - Siddal Nursery	70,689	(70,689)	-	-
EEF Centres - Sowerby New Road Nursery	4,875	-	-	4,875
EEF Centres - Todmorden Nursery	83,893	(83,893)	-	-
DEFRA	(1,000)	(1,584)	-	(2,584)
Employment Services - Holiday Kitchen	-	(10)	-	(10)
ESOL : Syrian Families	31,284	(31,284)	-	-
Food Parcel Delivery - Covid 19	6,543	(3,690)	-	2,853
Harnessing Power of Communities	817	(817)	-	-
Health Inequalities Fund	-	(180)	-	(180)
NHS Hospital Recruitment Event	250	(250)	-	-
Inclusive Economy	27,187	(24,863)	-	2,324
Individuals Fund	924	(924)	-	-
Inspire	18,964	(18,846)	-	118
Kickstart	119,767	(119,767)	-	-
Little Gems Nursery	125,288	(125,288)	-	-
Neighbourhood Learning for Deprived Comm.	-	(296)	-	(296)
Place Based Social Action - Let's Get Socially Active	74,447	(74,447)	-	-
Prosperous Calderdale	-	(1,065)	-	(1,065)
Sehat - P2C CCLORS	29,667	(33,073)	-	(3,406)
Social Action Hub	1,215	(1,215)	-	-
The Space Rastrick	3,645	(3,645)	-	-
Staying Well Project	77,988	(89,562)	-	(11,574)

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21. MOVEMENT IN GROUP FUNDS - continued

Together Calderdale Project	34,465	(36,819)	-	(2,354)
	1,351,587	(1,380,510)	-	(28,923)
TOTAL FUNDS	4,413,690	(4,457,340)	2,324,000	2,280,350

Comparatives for movement in funds

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund	1,287,317	(169,575)	367	1,118,109
Pension reserve	(1,771,000)	(788,000)	-	(2,559,000)
	(483,683)	(957,575)	367	(1,440,891)
Restricted funds				
Calderdale Food Network	-	789	-	789
Community Led Homes (Start Up Support)	-	275	-	275
Community Organisers	-	(503)	-	(503)
DEFRA	-	2,552	-	2,552
Employment Services - Holiday Kitchen	456	-	(456)	-
ESOL Project costs	4,294	-	-	4,294
Groundwork	(3,077)	(375)	-	(3,452)
Inclusive Economy	-	(2,324)	-	(2,324)
Inspire	-	(118)	-	(118)
Neighbourhood Learning for Deprived Comm.	324	13,627	-	13,951
Place Based Social Action	-	(1,995)	-	(1,995)
Prosperous Calderdale	-	(362)	-	(362)
Sessional staff	(89)	-	89	-
Staying Well Project	(13,611)	(2,550)	-	(16,161)
Together Calderdale Project	2,354	-	-	2,354
	(9,349)	9,016	(367)	(700)
TOTAL FUNDS	(493,032)	(948,559)	-	(1,441,591)

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21. MOVEMENT IN GROUP FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,054,563	(3,224,138)	-	(169,575)
Pension reserve	-	-	(788,000)	(788,000)
	3,054,563	(3,224,138)	(788,000)	(957,575)
Restricted funds				
Active Calderdale	44,268	(44,268)	-	-
Architectural Heritage Fund - Hopwood Triangle	10,000	(10,000)	-	-
Building Better Opportunities - Hopeful Families	156,585	(156,585)	-	-
Calderdale Food Network	789	-	-	789
Calfund	11,147	(11,147)	-	-
Census Project	381	(381)	-	-
CFFC - Calderdale Food Mixer	1,000	(1,000)	-	-
Community Led Homes (Start Up Support)	9,775	(9,500)	-	275
Community Organisers	(503)	-	-	(503)
Connecting Opportunities	163,036	(163,036)	-	-
EEF Centres - Jubilee Nursery	163,300	(163,300)	-	-
EEF Centres - Siddal Nursery	67,631	(67,631)	-	-
EEF Centres - Sowerby New Road Nursery	23,956	(23,956)	-	-
EEF Centres - Todmorden Nursery	64,146	(64,146)	-	-
DEFRA	5,500	(2,948)	-	2,552
ESOL: Syrian Families	12,778	(12,778)	-	-
Food Parcel Delivery - Covid 19	9,305	(9,305)	-	-
Groundwork	(1)	(374)	-	(375)
Harnessing Power of Communities	757	(757)	-	-
Inclusive Economy	26,550	(28,874)	-	(2,324)
Individuals Fund	370	(370)	-	-
Inspire	-	(118)	-	(118)
Little Gems Nursery	83,557	(83,557)	-	-
Neighbourhood Learning for Deprived Comm.	13,678	(51)	-	13,627
Place Based Social Action	(235)	(1,760)	-	(1,995)
Place Based Social Action - Let's Get Socially Active	76,924	(76,924)	-	-
Prosperous Calderdale	58,412	(58,774)	-	(362)
Sehat - P2C CCLORS	68,560	(68,560)	-	-
Social Action Hub	1,304	(1,304)	-	-
Staying Well Project	73,238	(75,788)	-	(2,550)
Together Calderdale Project	33,371	(33,371)	-	-
	1,179,580	(1,170,564)	-	9,016
TOTAL FUNDS	4,234,143	(4,394,702)	(788,000)	(948,559)

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21. MOVEMENT IN GROUP FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund	1,287,317	(184,302)	367	1,103,382
Pension reserve	(1,771,000)	186,000	-	(1,585,000)
Revaluation reserve	-	1,350,000	-	1,350,000
	(483,683)	1,351,698	367	868,382
Restricted funds				
Active Calderdale	-	(6,090)	-	(6,090)
Architectural Heritage Fund - Hopwood Triangle	-	(1,350)	-	(1,350)
Calderdale Food Network	-	789	-	789
Community Led Homes (Start Up Support)	-	275	-	275
Community Organisers	-	(512)	-	(512)
Connecting Opportunities	-	(10,174)	-	(10,174)
EEF Centres - Sowerby New Road Nursery	-	4,875	-	4,875
DEFRA	-	(32)	-	(32)
Employment Services - Holiday Kitchen	456	(10)	(456)	(10)
ESOL Project costs	4,294	-	-	4,294
Food Parcel Delivery - Covid 19	-	2,853	-	2,853
Groundwork	(3,077)	(375)	-	(3,452)
Health Inequalities Fund	-	(180)	-	(180)
Neighbourhood Learning for Deprived Comm.	324	13,331	-	13,655
Place Based Social Action	-	(1,995)	-	(1,995)
Prosperous Calderdale	-	(1,427)	-	(1,427)
Sehat - P2C CCLORS	-	(3,406)	-	(3,406)
Sessional staff	(89)	-	(89)	-
Staying Well Project	(13,612)	(14,124)	-	(27,736)
Together Calderdale Project	2,354	(2,354)	-	-
	(9,349)	(19,907)	(367)	(29,623)
TOTAL FUNDS	(493,032)	1,331,791	-	838,759

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21. MOVEMENT IN GROUP FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	6,116,666	(6,300,968)	-	(184,302)
Pension reserve	-	-	186,000	186,000
Revaluation reserve	-	-	1,350,000	1,350,000
	6,116,666	(6,300,968)	1,536,000	1,351,698
Restricted funds				
Active Calderdale	79,056	(85,146)	-	(6,090)
Architectural Heritage Fund - Hopwood Triangle	17,050	(18,400)	-	(1,350)
Barrier Breaker	821	(821)	-	-
Building Better Opportunities - Hopeful Families	372,089	(372,089)	-	-
Calderdale Food Network	789	-	-	789
Calfund	36,621	(36,621)	-	-
Census Project	12,548	(12,548)	-	-
CFFC - Calderdale Food Mixer	1,000	(1,000)	-	-
Community Led Homes (Start Up Support)	9,775	(9,500)	-	275
Community Organisers	(503)	(9)	-	(512)
Connecting Opportunities	308,362	(318,536)	-	(10,174)
EEF Centres - Jubilee Nursery	362,850	(362,850)	-	-
EEF Centres - Siddal Nursery	138,320	(138,320)	-	-
EEF Centres - Sowerby New Road Nursery	28,831	(23,956)	-	4,875
EEF Centres - Todmorden Nursery	148,039	(148,039)	-	-
DEFRA	4,500	(4,532)	-	(32)
Employment Services - Holiday Kitchen	-	(10)	-	(10)
ESOL : Syrian Families	44,062	(44,062)	-	-
Food Parcel Delivery - Covid 19	15,848	(12,995)	-	2,853
Groundwork	(1)	(374)	-	(375)
Harnessing Power of Communities	1,574	(1,574)	-	-
Health Inequalities Fund	-	(180)	-	(180)
NHS Hospital Recruitment Event	250	(250)	-	-
Inclusive Economy	53,737	(53,737)	-	-
Individuals Fund	1,294	(1,294)	-	-
Inspire	18,964	(18,964)	-	-
Kickstart	119,767	(119,767)	-	-
Little Gems Nursery	208,845	(208,845)	-	-
Neighbourhood Learning for Deprived Comm.	13,678	(347)	-	13,331
Place Based Social Action	(235)	(1,760)	-	(1,995)

continued...

21. MOVEMENT IN GROUP FUNDS - continued

Place Based Social Action - Let's Get Socially Active	151,371	(151,371)	-	-
Prosperous Calderdale	58,412	(59,839)	-	(1,427)
Sehat - P2C CCLORS	98,227	(101,633)	-	(3,406)
Social Action Hub	2,519	(2,519)	-	-
The Space Rastrick	3,645	(3,645)	-	-
Staying Well Project	151,226	(165,350)	-	(14,124)
Together Calderdale Project	67,836	(70,190)	-	(2,354)
	2,531,167	(2,551,074)	-	(19,907)
TOTAL FUNDS	8,647,833	(8,852,042)	1,536,000	1,331,791

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22. EMPLOYEE BENEFIT OBLIGATIONS

The charity is a member of a defined benefit scheme with The West Yorkshire Pension Fund.

The West Yorkshire Pension Fund Scheme is funded and contracted out of the state scheme. The last tri-annual valuation of the scheme took place at 31 March 2019 and was undertaken by professionally qualified actuaries, AON Hewitt, using the projected unit method. The Charity has paid for a valuation of its scheme as at 31 March 2022 and the figures below are based on that valuation.

The charity became a participating employer in the scheme on 1 July 2014 and acquired net liabilities of £528,000 on that date.

The notional value of the liabilities of the charity's share of the scheme at 31 March 2022 was £5,594,000 the present value of the assets was £4,009,000 leaving a net pension liability of £1,585,000 at 31 March 2022.

Contributions
The employer contributions made to the scheme during the year were £14,000 (2021: £40,000). £Nil was unpaid at the year end.

The employers' regular contributions to the Fund for the accounting period ending 31 March 2023 are estimated to be approximately £14,000.

Key assumptions
The latest actuarial valuation of the Charity's liabilities took place as at 31 March 2019. Liabilities have been estimated by the independent qualified actuary on an actuarial basis using the projected unit credit method.

The principal assumptions used by the actuary in updating the latest valuation of the Fund for FRS 102 purposes were:

	31 March 2022 (%)	31 March 2021 (%)
Discount rate	2.70	2.05
Inflation - CPI	2.90	2.80
Pension increases	2.90	2.80
Pension accounts revaluation rate	2.90	2.80
Salary increases	2.00	2.00

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22. EMPLOYEE BENEFIT OBLIGATIONS - continued

Expected return on assets

The approximate split of assets for the Fund as a whole (based on data supplied by the Fund Administering Authority) is shown in the table below. Also shown are the assumed rates of return adopted by the Employer for the purposes of FRS 102.

The charity employs a building block approach in determining the rate of return on Fund assets. Historical markets are studied and assets with higher volatility are assumed to generate higher returns consistent with widely accepted capital market principles. The assumed rate of return on each asset class is set out within this note. The overall rate of return on assets is then derived by aggregating the expected return for each asset class over the actual asset allocation for the Fund at 31 March 2019.

	Asset split at 31 March 2022 (%)	Asset split at 31 March 2021 (%)
Equities	79.8	79.7
Property	4.0	3.8
Government bonds	7.4	8.3
Corporate bonds	4.8	4.6
Cash	2.9	2.0
Other	1.1	1.6
Average Return / Total	**100.00**	**100.0**

Reconciliation of funded status to Balance Sheet

	Value as at 31 March 2022 £000's	Value as at March 2021 £000's
Fair value of assets	4,009	3,652
Present value of funded liabilities	(5,594)	(6,211)
Pension asset / (liability) before consideration of paragraph 41	(1,585)	(2,559)
Unrecognised asset due to limit in paragraph 41	-	-
Net pension asset/(liability)	**(1,585)**	**(2,559)**

Analysis of profit and loss charge

	Period ending 31 March 2022 £000's
Operating cost:	
Current service cost	202
Past service cost	-
Interest cost	-
Curtailment cost	-
Settlement cost	-
Financing cost: Interest on net defined benefit liability / (asset)	52
Pension expense recognised in SOFA	**254**

22. EMPLOYEE BENEFIT OBLIGATIONS - continued

Changes to the present value of the defined benefit obligation

	Period ending 31 March 2022 £000's
Opening defined benefit obligation	6,211
Current service cost	202
Interest expense on defined benefit obligation	127
Contributions by participants	25
Actuarial (gains) / losses on liabilities	(901)
Net benefits paid out	(70)
Past service cost	-
Net increase in liabilities from disposals / acquisitions	-
Curtailment cost	-
Settlements	-
Closing defined benefit obligation	**5,594**

Changes to the fair value of assets

	Period ending 31 March 2022 £000's
Opening fair value of assets	3,652
Interest income on assets	75
Remeasurement gains / (losses) on assets	313
Contributions by the employer	14
Contributions by participants	25
Net benefits paid out	(70)
Net increase in assets from disposals and acquisitions	-
Settlements	-
Closing fair value of assets	**4,009**

23. CONTINGENT LIABILITIES

As a member of a VAT group with its subsidiaries, the charity is jointly and severally liable for the VAT debts of any of the VAT group members.

24. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Transactions with Directors – Elsie Whiteley Innovation Centre
During the year charges have been made by U-Look-I-C Limited, a company linked to Paul Blackman, for consultancy services.

The charges in the year were £4,800, and there was a balance of £2,400 outstanding at 31 March 2022.

25. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

26. ULTIMATE CONTROLLING PARTY

The charity is under the control of the board of trustees.

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HALIFAX OPPORTUNITIES TRUST

England & Wales - Charity number 1086183

Accounts

REGISTERED COMPANY NUMBER: 04089288 (England and Wales)
REGISTERED CHARITY NUMBER: 1086183

Report of the Trustees and

Consolidated Financial Statements

for the Year Ended 31st March 2021

for

HALIFAX OPPORTUNITIES TRUST

Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

HALIFAX OPPORTUNITIES TRUST
Contents of the Consolidated Financial Statements
for the Year Ended 31st March 2021

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2021. The trustees have adopted the provisions of 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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Following incorporation as a limited company in October 2000, HOT was registered as a charity in April 2001 with the following objects registered and approved by the Charity Commission:

To promote any charitable purpose for the benefit of the inhabitants of the metropolitan district of Calderdale in the county of West Yorkshire and surrounding areas within a radius of 30 miles from Halifax Town Hall, including but not exclusively the area known as Park Ward in the Metropolitan Borough of Calderdale to ensure the regeneration of those areas for the public benefit of the community, by all or any of the following means:

a) the relief of poverty in such ways as may be thought fit;
b) the relief of unemployment;
c) the advancement of education, training, or re-training, particularly among unemployed people and providing work experience for the unemployed;
d) the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help in setting up their own business or to existing businesses;
e) the creation of training and employment opportunities by the provision of workspace, buildings and/or land for use on favourable terms;
f) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement , poverty or social and economic circumstances, have need of such facilities;
g) the protection or conservation of the environment;
h) the provision of childcare;
i) the promotion of public safety and prevention of crime; and
j) the provision of public health and well-being activities; and
k) such other means as may from time to time be determined subject to the prior consent of the Charity Commission.

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The trustees, in making decisions about planning and delivery of activities, have had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant. The approach to public benefit is described in summary below and in more detail throughout this report.

Halifax Opportunity Trust's purpose as described in its Strategic Plan is to 'work to make a vibrant multi-cultural and self-sustaining community'. In order to achieve this, the Trust carries out the following activities:

- provides office space and support for business and enterprise development through two business centres.
- provides opportunities for learning via a range of apprenticeships, ESOL provision, life skills and integration for new arrivals to the UK.
- provides assistance for job seekers by working with employers and through employment support initiatives.
- provides childcare and family support through the Upper and Central Calderdale Children's Centres, Little Gems nursery and other projects.
- provides support for physical and mental wellbeing by running social activities, networks and community groups which encourage socialization, healthy lifestyles and take up of new hobbies and activities.
- promotes health and wellbeing via the Outback community kitchen garden and projects aimed at encouraging active, healthy lifestyles.
- provides community development support via the outreach activities of two Community Organisers and provision of Community Organising training

The Board reviews the Charity's objectives and areas of operation periodically. For the year under review (2020-21) it is agreed that priority interventions should continue fall into six main areas over the next year:

- Support enterprise, business start-up and growth
- Help local people into employment
- Support and deliver accredited training and personal development
- Support children and families
- Support and promote health and wellbeing
- Support inclusive integration of new arrivals to the UK

In the longer term, the board continues to explore acquisition of new property (to support the areas above and also to support the Trust's sustainability). Trustees are considering redevelopment of Hanson Lane Business Centre, subject to long-term lease renewal and also the acquisition of a new community centre. Housing is another area of potential future development for the Trust as it is a key issue in Park ward and across Calderdale.

The trustees believe the strategy for achieving these objectives should continue to be through programme and project delivery using a social enterprise model and that this should be achieved on either a contracted full cost recovery basis or through our own commercial trading operations, thereby allowing the infrastructure of the Charity to be maintained whilst achieving the designated charitable objectives. The Trust does seek grant income to enable the start-up of new projects or initiatives, with the aim of ensuring these are self-sustaining via trading once established.

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OBJECTIVES AND ACTIVITIES

Significant activities

The Charity's main programmes, projects and services are:

(1) Support enterprise, business start-up and growth

This is mainly achieved through activities at Hanson Lane Enterprise Centre (HLEC) and Elsie Whiteley Innovation Centre (EWIC). EWIC provides office space and meeting rooms and HLEC provides light industrial units and a smaller amount of office space. The Trust offers an 18-month grant to start up and early trading businesses which subsidises their rent. The business centres also act as a focal point for physical regeneration and community cohesion in Park Ward, with a regular business networking event being held at EWIC.

(2) Help local people into employment

The Trust provides practical, holistic support to people looking for employment, especially those who are disadvantaged in the labour market. The Trust provides this through a key worker model which enables support to be customised around an individual's needs and delivered on a one-to-one basis. An important part of the service is pro-active engagement with local employers to source vacancies to assist unemployed people back into work. The Trust also runs a Job Club which brings job seekers together to provide peer support and social connections. This work is primarily resourced via EU and other structural funds.

(3) Support and deliver learning and development opportunities

Halifax Opportunities Trust is a well-established and highly regarded learning provider in West Yorkshire, registered with the Education & Skills Funding Agency (ESFA) to deliver work-based apprenticeships. We are currently working with a range of employers including primary and secondary schools and childcare providers across West Yorkshire offering qualifications in learning support, early years and business administration. This training is mostly delivered from Hanson Lane Enterprise Centre, learners' workplaces and other community venues. Our apprenticeship provision is now directly registered with OFSTED and we are also accredited with the Matrix standard.

(4) Support children and families

HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. These services, operating from a range of neighbourhood Children's Centres and community venues, have mostly been delivered in partnership with Calderdale Council. From July 2014 this has been in the form of a contract which the Trust won via a competitive tender process. The Centres are busy and informative venues and are well used by parents in the community. The Centres support families in many ways helping them improve their health, parenting, employability, their education, family safety and provide excellent childcare. The Trust also runs its own nursery (Little Gems) which is based at Hanson Lane Enterprise Centre. Three of the four nurseries run by the Trust have been received Outstanding inspection results from OFSTED and all the Children's Centre nurseries have achieved the Food for Life Early Years Award.

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OBJECTIVES AND ACTIVITIES - continued

Significant activities

(5) Support and promote health and wellbeing

Health and wellbeing outcomes for residents of Park Ward and other disadvantaged areas of Calderdale compare badly with those of the more prosperous parts of the borough. In response to this inequality, the Charity has increasingly been delivering activities which help improve social connections, nutrition and physical activity. Much is done in the Children's Centres to educate parents and families about breastfeeding and healthy eating. In addition, the Trust runs a Staying Well programme aimed at adults in the community, especially those who are experiencing isolation and loneliness as a result of their age, mild mental ill-health or limiting medical conditions. The Outback community garden and kitchen helps people engage with healthy, nutritious food for families. The Active Calderdale project promotes active lifestyles to improve health outcomes. The Trust also continues its 'greening' activity at its Children's and business centres, by planting flowers, vegetables and fruit to create pleasant environments and contribute positively to these community settings.

(6) Support inclusive integration of new arrivals to the UK

To meet this objective, we deliver ESOL courses, embedded within an inclusion approach which enables new arrivals to learn how the UK functions: its history & heritage; government; culture & leisure; and public services.

Public benefit
The trustees confirm that they have each complied with their duty under section 4 of the Charities Act 2006 to have due regard to the guidance on public benefit published by the Charity Commission when carrying out their role and duties.

HOT operates specifically in deprived areas, providing multiple economic, social, and environmental benefits to individuals in those areas. The trustees believe that public benefit has been achieved through the provision of support to local businesses, individuals, community members and families via this diverse programme. This has provided multiple economic, social, and environmental benefits to the individuals reached by the Charity's activities. Details of our support are set out in this report.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year
Despite the extraordinary challenges of 2020/21, the Trust has met all of its contractual objectives as specified by the various funding bodies in the year. For the second year running, this report has been compiled during the Coronavirus pandemic, which has seen changes to the way that the Trust operates, although there has been no diminishment of its activities or the numbers of people reached. In this report, the HOT trustees wish to acknowledge and celebrate the incredible way that 'Team HOT' has responded to the challenge posed by Covid-19 and lockdown from late March 2020.

In the weeks prior to lockdown, when it was clear that Covid cases were rising in the UK, HOT's senior management team began implementing safety procedures on all sites against transmission of the virus and also started planning for home working and digital delivery of activities and services. This meant that when 'lockdown' occurred, we were able to rapidly transition to home working (although some staff remained working on site throughout) and ensure we stayed in touch with people we were working with. All of HOT's services continued throughout lockdown and since the partial easing of restrictions. The exception was public access to The Outback Garden, although staff and volunteers continued to maintain the site. Several of our direct trading activities ceased (e.g., meeting room hire at Elsie Whiteley Centre) or reduced significantly (nursery places, apprenticeships) but all teams continued to deliver services. Our nurseries provided childcare for key workers and vulnerable children. Our family support and community teams-maintained phone contact (over 5,000 households per week) and started delivery via digital platforms such as Zoom and Teams. The Children's Centres and Community Programmes teams set up an emergency food parcel delivery service in central Halifax and Todmorden, ensuring that more than 100 families a week received essential supplies. It was an extraordinary effort by staff and volunteers, and we worked closely with local charity partners such as Himmat, St Augustine's and Community Foundation for Calderdale, showing the importance of collaborative working for maximum benefit.

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ACHIEVEMENT AND PERFORMANCE – continued

Review of Activities for the Year

Specific activities from April 2020 to March 2021 for each objective are described below:

(1) Support enterprise, business start-up and growth

Elsie Whiteley Innovation Centre (EWIC) is the charity's high-quality office and conference space located on the edge of Park ward boundary and adjacent to Halifax town centre. EWIC continues to be an important part of the Trust's offer, bringing in a diverse mix of tenants, conference and training participants daily. The focal point of the building is the atrium and the lively Café No 5.

Office occupancy during 2020/21 fluctuated from 68% at the start of the pandemic to 74% in March 2021 (and rising again to 80% in June 2021). Some businesses left through financial hardship caused by Covid. This was despite the centre offering free car parking for several months and interest-free debt for up to four months. Loss of these tenants has been offset by new-start companies, set up during furlough and whose owners did not want to work from home. The other positive aspect has been larger companies downsizing from Leeds & Manchester to smaller satellite offices in centres such as ours. Conferencing was very badly hit by lockdown, with virtually no bookings during the financial year and therefore a total loss of income from that source. Despite the very challenging circumstances the centre still managed to make a financial surplus, which was gift-aided to Halifax Opportunities Trust to support the charitable work of the Trust and to offset trading losses elsewhere. In 2020/21 Halifax Opportunities Trust provided grants to 8 new-start companies who employ 17 people in Halifax at a total subsidy cost of £8,159.25. We also helped 12 of our smaller tenants through the small business grant application process for the governments Covid grants which enabled them to continue trading during the pandemic.

During lockdown, thanks to external grant funding from Power to Change and the board's decision to invest in anticipation of recovery, the conference facilities have been given a fantastic new look. As no meetings were able to take place, we were able to carry this out with no additional impact on EWIC's income. The meeting rooms have been given a fresh, bright new look which we know our customers are seeking during the Covid pandemic. We listened to the feedback from our regular conference guests and included bean-to-cup coffee machines, improved wireless access, HD virtual conferencing camera and sound equipment and we moved from projectors to 75" 4K TVs. Some photos of the renovations are included below:







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ACHIEVEMENT AND PERFORMANCE – continued

Review of Activities for the Year

We have also given the EWIC garden area a small but impressive makeover, which again adds value to our conference guests, visitors, café users and tenants.



Our second business centre, Hanson Lane Enterprise Centre (HLEC), is located at the centre of Park ward and is where the charity was first established. The Enterprise Centre was converted from a cluster of redundant BT engineering workshops in the late 1990's with the aim to bring economic vibrancy to the area, particularly encouraging start-up businesses. In addition to being a base for commercial businesses and social enterprises, much of the charity's own activities take place from HLEC and Little Gems nursery, run by HOT, is also based on the site. As with the Elsie Whiteley Innovation Centre, all new businesses are offered a discount for the first 18 months of their trading. Businesses and charities benefiting the community are also often given consideration for a rent subsidy. This year 6 companies benefitted from reduced rent (with grants totalling £8,610.25)

At the start of April 2020, the occupancy at Hanson Lane was 69%, due to the nature of small businesses at Hanson Lane, some had to rapidly expand and due to our simple terms, we were able to move this forward quickly for them. Overgate hospice contacted us and we were happy to offer them rent free spaces for donation storage at the time they were overwhelmed & used four units for six months. More enquiries came through due to people starting up companies in difficult times and by the end of the period under review in this report, the centre was fully occupied at full rental price for the first time in a decade. Negotiations continued with Calderdale council regarding 125-year leases for both HLEC and EWIC and we now have the Hanson Lane lease signed & will soon have the EWIC lease.

In summary, despite a particularly difficult time for commercial enterprises and despite significant loss of conferencing income, HOTs two business centres have overcome the challenges presented by Covid and have emerged stronger into the post-Covid world.

(2) Help local people into employment

Providing good quality jobs for people in our communities is a key part of the Trust's commitment to our local community. Our Employment team is based at Hanson Lane Enterprise Centre in the heart of Park Ward, delivering our services through a Key Worker model that promotes health and wellbeing through good quality employment support. Our activities include bespoke individualised support on a one-to-one basis, job clubs, training courses, wellbeing interventions and connections with employers across Calderdale. We pride ourselves on our friendly approach, building mutual trust and respect between our participants and Advisors.

During 2020/2021 the employment team have worked throughout the pandemic to support people with their barriers and into employment. Our contracts now include Hopeful Families which is funded by Lottery / ESF, Inclusive Economy (localised to Park & Warley) and inspire which is funded by ESF and channelled through Calderdale Council.

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ACHIEVEMENT AND PERFORMANCE – continued

Review of Activities for the Year

The global pandemic has raised many challenges which has prevented our usual delivery model, including the lack of ability to provide face to face services for a time, working from home and transitioning some services to online provision. For around 5 months of the year, we had to re-prioritise our team to respond the pandemic by providing essentials for people in need. When focus returned to employment, it was recognised that there was an emerging group of people who have unfortunately lost their jobs due to Covid and also that our participant groups need face to face support due to the nature of the barriers. We set up a specific response to support local people to make new claims to Universal Credit and get back into work before becoming at risk of long-term unemployment. We continued to provide crisis response alongside caseload management of job seekers and employer engagement.

Despite the challenges faced by the pandemic, the team have still managed to meet and in some cases exceed contractual targets for each contract. We are a key delivery partner (Gateway) for the government's Kickstart scheme supporting young people aged 16-24 into placements and have utilised our employer relationships to facilitate this. For this period, we have engaged 130 people onto our projects, supported 34 people into quality jobs and 23 people into educational pathways.

Our approach is holistic. This means we provide specialist interventions for people to overcome their barriers to employment & training to enable & empower them to move forward. Often, we work closely with other HOT services to facilitate this approach. The ability to offer a wraparound specialist service under one roof is a unique selling point for the project teams. Working in partnership with other like-minded organisations is also crucial to our delivery model. Over this period, we have provided around 200 interventions for the people we are working with in specialisms such as mental health, addiction, housing and domestic violence. A good example of our holistic approach is outlined below:

We received a referral from a local Social Prescriber based within the GP surgery for a lady who was looking for a part time job and training. After the initial meeting, the participant made a disclosure about her home circumstances in that she was a victim of domestic violence and with a young child in the house this was an immediate safeguarding risk. She was supported, along with her young daughter, to secure a place in a women's refuge so that any immediate risk could be alleviated. Once there, assessments and action planning were undertaken to provide support for her journey forward. This involved supporting the participant with getting settled status, making a claim to benefit to establish an income, securing a social housing property for her and her daughter, securing a school place for her daughter and accessing financial support for essential household goods. In addition to the practical support given, she was also offered emotional support for her mental health and wellbeing. Once settled, the participant was matched with a local employer and interviewed for a role that fits around her new circumstances. This participant starts her new job in September.

The interventions pulled together by the HOT Employment Advisor for this participant are from a variety of our preferred specialist partners, including: Noah's Ark, St Augustine's Centre, Calderdale Council, Together Housing, and the Women's Centre.

(3) Support and deliver work-based learning and personal development

Achieving personal career goals often relies on good quality training either on the job or through attending a training setting. Halifax Opportunities Trust directly delivers a range of certificated and non-certificated training programmes including employment-related short courses, professional development support, apprenticeships and programmes for those working in early years or education.

Our Work-based delivery arm which specialises in delivering apprenticeships opportunities in Early Years and Teaching Assistants has been through a challenging year as a result of the Covid-19 pandemic. We have experienced a substantial drop in new apprenticeship starts. Our delivery model has always focused on providing face-to-face delivery in workplace settings, this has been seen as a key strength and over the years has been valued by both apprentices and employers we work with. Our OFSTED monitoring visit of 2018 rated HOT with the highest grade. Unfortunately, the Covid-19 pandemic proved to be a huge challenge to this way of working with more focus on online teaching and learning. In addition, key staff left during 2020, so we have a totally new team in place. We went through an OFSTED monitoring visit in February 2021 and were graded as having made insufficient progress, this is a direct result of the challenges highlighted above.

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ACHIEVEMENT AND PERFORMANCE – CONTINUED

Review of Activities for the Year

(4) Support children and families
HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. These services, operating from a range of neighbourhood Children's Centres and community venues, have mostly been delivered in partnership with Calderdale Council. From July 2014 this has been in the form of a contract which the Trust won via a competitive tender process. The Centres are normally busy and informative venues and are well used by parents in the community, however Covid 19 significantly affected the way services are delivered and how parents access them. During the pandemic services for families were offered virtually during the first lockdown, gradually moving to face to face in a Covid 19 secure environment as restrictions lifted. Throughout the pandemic our four nurseries remained open as per government guidelines initially to all those children of key-workers and children deemed most vulnerable.

The Trust continues to work closely with CMBC through extended contracts and is also working with other partners in formulating a Starting Well Board - with a view to working towards an Alliance Contract in the future.

The Covid-19 Pandemic severely impacted on the lives of all residents and families registered with the Children's Centres and Nurseries. As with all other services, we ceased running groups and activities in mid-March 2020. Realising that our families would be at home and needing support with the unprecedented situation and an unknown impact timeframe, we immediately mobilised and embarked on telephone support.

- 5,352 contacts were made with families through welfare telephone calls. These calls were to identify families who were struggling with being in lockdown and offer a listening ear, support and advice.

As a result of these telephone calls, needs were identified for families, with emergency food parcels and children's activity packs, with ideas to occupy and continue children's learning and development during the lockdown. We found many families welcomed this weekly friendly call, especially where there were mental health issues relating to the lockdown and they required someone to talk to for reassurance. As needs were identified families were referred for support, with an increase of 64% of families accessing our Family Support services.

Although the Children's Centres remained open for antenatal/postnatal care, our teams developed new ways of virtual service delivery, such as:

- Groups and activities to continue children's learning & development, including parent & toddler groups, supported by information videos on YouTube and social media platforms
- Groups and activities to support health & wellbeing, including breastfeeding, mental health groups and cooking activities with ingredients delivered.
- Telephone Speech and Language assessments and support for children with disabilities.
- All Family Support, Perinatal and Outreach caseloads were contacted weekly (or more often if deemed necessary) by their designated worker
- Weekly telephone support for nursery children's families, who were not in the settings, along with home learning packs delivered.

Throughout the pandemic our nurseries remained open as per government guidelines initially to all those children of key-workers and children deemed most vulnerable. 87 children attended our nurseries during the lockdowns and then increased to all children after the first lockdown with 265 children attending the nurseries during 2020-21.

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ACHIEVEMENT AND PERFORMANCE – CONTINUED

Review of Activities for the Year

(5) Support and promote health and wellbeing

Being well and active and feeling happy and safe have become even more important during the last year as result of the pandemic. Covid 19 has highlighted and exacerbated the many inequalities we have in Calderdale. The Trust continues to run a range of projects that sit within our 'Wellbeing' area of delivery. Our **Staying Well** programme has played a vital and crucial role in supporting the most vulnerable people during the last year through very trying times. The Staying Well service was at the forefront of establishing and running a food parcel delivery service for those people isolating, unable to go out or struggling financially to purchase food. Staying Well as part of a multi-project approach delivered more than 1400 food parcels to the neediest. Staying Well and the project teams also made well over 3000 befriending and welfare calls to isolated and lonely people. Our Active Calderdale project to get inactive people moving also had to adapt to the new environment and the focus shifting to encouraging people to remain active and moving within their own home. Information guides round home-based activities were produced and these were sent out with food parcels. Online movement/exercise sessions were embedded into our ESOL provision to encourage people to become more active whilst staying at home due to the lockdown. Our Community Organisers equally took part in multi-project team effort to support the most vulnerable during the crisis. Our Community Organisers took part on in delivering food parcels, doing door step welfare visits and making befriending calls. This allowed them to utilise their listening skills and gain valuable insight into how people were feeling. Projects also played an important role in supporting public health messaging around Covid specifically targeting the Central Halifax area. A number of video clips were produced encouraging people to adhere to Covid safety regulations and encouraging the take up of Vaccines. HOT was recognised by Calderdale as key community anchor organisation they could work with to engage and support the local community during the Covid emergency.

Staying Well Case Study

P was a self-referral to the Staying Well project back in January 2021. P lives on her own and had to self-isolate throughout the pandemic due to her health conditions which left her feeling lonely and isolated and this also had a negative impact on her mood.On the initial telephone call, we discussed with P what Staying Well could do to support her. P agreed that she would benefit from calls from ourselves every fortnight. Over this time P disclosed that she was struggling financially and in need of basic food essentials. We explained that we are currently running a food parcel service to help meet the needs of individuals in her situation and would be able to arrange for a food parcel to be delivered to her. P was extremely grateful and appreciated the gesture and felt quite emotional about her experience. We assured her that this would only be temporary as many people were in a similar position and there are services available for additional support.

During our telephone befriending calls over the following weeks P had many highs and lows, in particular when it was coming close to her birthday which left her deflated. P had mentioned that spending this time on her own would be very difficult and was feeling very emotional about it. We asked P if we could call her up on her birthday and she loved the idea as it felt like people actually care. After receiving a call from us on her birthday P mentioned she was starting to feel more optimistic about things and starting to grow in confidence. She felt speaking to our team regularly made her feel better and she needed to stay positive overall.

P had mentioned in the past she had experience of working in a school and would be something she would like to pursue if anything appealed to her in relation to employment as this would help her be more active. We advised her in May there was a vacancy as an early year's practitioner in her local area and something she should apply for if she is in a better place now. P decided to apply and within a week was invited for an interview. We arranged for P to have mock interviews with our team in preparation for the day. Despite being very nervous at the start P became very confident in answering general interview questions which was a positive sign and we wished her the best of luck.

The following week we received a call from P to notify us she had been offered the position and would start the job next month. She was grateful for the support she received from Staying Well and felt that it had given her the confidence to believe in herself again. We have continued to support P with telephone befriending and weekly food parcels until she receives her first pay. We have also offered P ongoing support during the early days of her employment as she feels this would be helpful.

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ACHIEVEMENT AND PERFORMANCE – CONTINUED

Review of Activities for the Year

2020-21 brought both opportunities and challenges for **The Outback Community Kitchen and Garden** project. The national and local Covid restrictions that were in place for much of the year meant that community events and external hire of the kitchen facilities were limited, as was public access to the garden. The garden was looked after by staff and a small team of volunteers, who continued to maintain and improve the site and grow produce. The outdoor space proved a valuable resource for staff teams who were able to offer safe face-to-face meetings with clients and participants. Between July and October, the Calderdale Council Portage team hired the garden for weekly visits with the families they work with. In September HOT was successful in a Power To Change funding application (Covid-19 Community Led Organisations Recovery Scheme - Sehat project). The majority of the funding was allocated to The Outback and was used to commission a feasibility study and 3 year Outback business plan, create more usable covered areas within the garden and to purchase new garden/cooking equipment to enable us to run more and better equipped community activities as restrictions ease. It also funded a weekly healthy meal bag scheme for local families whose children who attend The Halifax Academy School between December and April. Although the meal bag scheme was set up as a short-term response to the pandemic, a partnership with the Halifax Academy school developed and the and the school continue to purchase fresh Outback produce for use in community cooking sessions and hire the facilities for cooking/gardening workshops.

In September, the Hopeful Families team and our Senior Community Organiser/Food Inspirer set up a weekly free community hot meals service from the Outback kitchen, using the Tesco Fair Share scheme and fresh Outback produce providing a fee hot meal to people from the local community to complement the other emergency food activity available in Park Ward. The service proved successful and continued for the remainder of the year, serving on average between 30-40 meals each week. Strong links have been developed between the Outback and the Hopeful families staff team, with several joint projects being established including the addition of a beehive to the garden and a weekly men's gardening group.

Volunteering in the Outback remains strong, and the pandemic has generated more interest in gardening but also more people recognising the positive effect on wellbeing of being outdoors and in nature. Throughout the year we have seen an increase in enquiries about volunteering opportunities from both individuals and other organisations working with people to support good mental health. In December we were able to host a Volunteer Celebration which included a wreath making workshop, a bonfire and hot food to acknowledge the hard work and support from our volunteering team throughout a challenging year.

(6) Support inclusive integration of new arrivals to the UK

The Trust is based in the heart of the most culturally diverse ward within Calderdale: Park ward. Park has a long and rich history of being the 'go-to' place for migrant communities when they first arrive in Calderdale. The Trust provides inclusive integration programmes to support new arrivals to settle and make valuable contributions in Calderdale as active citizens. Our programmes are well established and have been running since 2002. These have become even more important during the Covid pandemic as the people we work with are amongst the more vulnerable in society, due to health and socio-economic reasons.

During the year, we have engaged and supported over 170 people through the following programmes:

- VPRS (Vulnerable Person's Resettlement Scheme) commissioned by Calderdale Council to deliver English language, Citizenship, IT skills, Employment support & orientation programmes to individuals that have been granted leave to remain from Syria, Sudan & Afghanistan.

- Together Calderdale funded by the Ministry of Housing, Communities & Local Government to deliver English Language & Integration programmes for improving community cohesion & engaging 'hard-to-reach' groups.

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ACHIEVEMENT AND PERFORMANCE – CONTINUED

Review of Activities for the Year

- Connecting Opportunities programme funded by the National Lottery Community Fund & European Social Fund. Working with new migrants & refugees to develop their skills and opportunities to find work and be part of the local community, in West Yorkshire and parts of North Yorkshire. HOTs Connecting Opportunities programme has successfully supported clients in developing the skills needed to gain employment in the UK, improving English language skills, feeling part of the community & increasing confidence and well-being.

- Covid -19 Awareness programme funded by the National Lottery Community Fund. Initially intended to deliver in Calderdale however due to the outstanding success of engaging 'hard-to-reach' groups & tackling digital exclusion, HOT extended the contract to Kirklees. The programme was delivered in response to HOT identifying the exacerbation of difficulties already encountered by our local communities in having access to key health messages regarding Covid - 19 measures. All clients were offered IT resources & trained to access online information & play their part in helping reduce the infection rates. This led to HOT supporting the community to access the vaccine roll out programme & it is pleasing that we were successful in both changing misconceptions held of the vaccine & individuals coming forward to receive their vaccination.

- Census 2021 - HOT was successful in our application to become an approved contact centre. Funded by 'Good Things Foundation' to provide support to ensure those without skills or access can participate in the first digital census. Highly successful programme that also widened employment opportunities for local people to help local people.

As in line with previous years, we remain committed to aligning tailored service delivery to meet constantly changing needs of the local community. As well as practical service delivery, it is of paramount importance for us to continuously prioritise strategic forward planning to ensure identification of suitable funding streams are sought to both widen accessibility to learning & remove the obstacles that hinder engagement. This inevitable nurtures & strengthens our partnership working with all stakeholders in both Calderdale & Kirklees boroughs.

Our commitment to improving the 'life chances' & helping strengthen social integration and successfully moving individuals into economic participation will always remain of key importance in all areas of our delivery. The superb achievements of all our service users gives us great pride & satisfaction in the work we do. The case study below gives an example of how HOTs Integration Team work alongside new arrivals to Yorkshire to find their feet and start a new and fulfilling life in the county.

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ACHIEVEMENT AND PERFORMANCE – CONTINUED

Review of Activities for the Year

Amira came to the UK in 2019 from Morocco as a spouse, marrying a British Citizen and settling in Lancashire. She had a very successful career in Morocco as Business Lawyer with a very good income and quality of life with her family and friends.

After moving to the UK, she underwent some very difficult and challenging personal circumstances and had to leave the family home to protect her own safety. It was a last resort and Amira was then offered a place at a women's refuge. It was during her time at the refuge that she came into contact with the Connecting Opportunities programme at HOT.

Initial contact with Amira was made by Surraya Bibi and Shanaz Patel from our Inclusive Integration team to tell Amira about the support on offer through Connecting Opportunities. She was very excited and ready to undertake any support both emotional and educational. Though her journey has been full of turmoil, she is always so positive and wanting to make a future here in the UK. Every time the team speak with her, she is thankful and grateful for having the chance to join our programme.

Since joining Connecting Opportunities through HOT Amira has successfully undertaken and passed her Level 3 Teaching Award Qualification, now has a professionally produced up -to date CV and has had a careers guidance interview with an employment practitioner.

Through Connecting Opportunities, we were able to pay for Amira's oversees qualifications to be converted via NARIC, giving her Level 6 qualifications. The impact of this for Amira is she feels that this has greatly improved to her self- esteem and self-worth. Furthermore, courses and training have been explored with her and she has just recently started a Community Interpreting Course at Level 2 whereby she can use her fluent language skills in French and Arabic in order to find employment as an Interpreter.

Amira's goal is to qualify as a teacher either teaching languages within secondary schools or working with children who have special educational needs. We are currently exploring Higher Education and UCAS for her in order that she can attend University courses in teaching. The only barrier to her for progression onto a teaching degree is having the GCSE English language qualification and in order to overcome this our Inclusive Integration team are now looking at Equivalency Testing as well as exploring Educational Needs courses to add to her experience and skills. Amira's success has also led to her to become a Connecting Opportunities champion and she is keen to support other clients through this role.

Amira will often tell her key worker at HOT that she has tried to access support from other organisations in the past but with Connecting Opportunities she feels "at home, part of a family". She has also managed to make some friends through the online Zoom level 3 Teaching Award. In summary, Amira is feeling very positive about her future - though she is still at the women's refuge, she is now in a position whereby she can look for and bid for council and housing association properties. She is aware that her keyworker will assist her in helping to set up in her new home once allocated to her, helping her with sourcing furniture and white goods, setting up utility bills etc. Amira is also now in a position to look at Higher Education opportunities and to give herself good job prospects she is also willing to move to large cities like Birmingham and Manchester. The future certainly looks good for Amira.

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ACHIEVEMENT AND PERFORMANCE – CONTINUED

Review of Activities for the Year

(7) Leadership, governance and central support functions

Underpinning the outward-facing work of the Trust is a central services team and a board of trustees whose role is to ensure that the leadership and operational aspect of HOT is of high quality. The Coronavirus pandemic and associated lockdowns tested the leadership of HOT in a way that was incomparable with any other situation during our 20 years of existence. Trustees/directors of both HOT and its subsidiary trading company (Elsie Whiteley Innovation Centre Ltd) met regularly and often during the first 6 months of the financial year, placing particular emphasis on understanding the impact of a significant loss of trading income and therefore of HOT's cash-flow. The CEO, Community Programmes Lead and Enterprise Lead secured emergency funding of over £300,000 from a range of sources to mitigate trading losses. The Trust also made use of the furlough scheme. Quick decisions had to be taken by the senior management team regarding staff who should shield; staff whose childcare responsibilities meant they were unable to work; adaptation to working from home. There were a whole host of personnel issues to deal with and to try and be fair to staff in a wide range of circumstances. HOTs HR Adviser was a particularly reliable source of advice and solutions during this time.

In addition to the particular demands of the pandemic, 'the day job' also continued. The central services team delivered finance, HR, quality and IT core services from back bedrooms and kitchen tables across Halifax.

After the year end we finally secured 125-year leases with Calderdale council on 2 of the buildings we operate (Hanson Lane Enterprise Centre and The Outback) and hope to sign off a lease for Elsie Whiteley Innovation Centre sometime later in 2021. Having the security of these long leases will allow us to invest further into the buildings and improve our balance sheet position.

We did particularly well in quality assurance during the year. In October 2020 HOT was accredited with Quality for Health & Wellbeing which is a quality assurance system for the voluntary community and social enterprise sector delivering health/wellbeing services. Key areas of excellent practice from the assessment included:

- Assessment and planning stages of the care process which ensures that services are well planned and reviewed to ensure health and wellbeing outcomes are targeted and met;
- The person-centred planning process enables service users to be involved in the planning and review of their care. The interventions are also aimed at prevention and/or self-care.
- The whole service, despite its relative size, is able to respond quickly to identified needs.
- Clear referral process, enabling smooth transition of services.

In December 2020 HOT achieved the Cyber Essentials quality certificate for assurance that we are working IT securely against cyber-attacks, that we have cyber security measures in place and a clear picture of the organisation cyber security level. In March 2021 HOT was accredited with the Matrix quality standard for information, advice and guidance services. The matrix accreditation covered two areas of service delivery - Employment and Learning (Apprenticeships).

The challenges posed by the pandemic and series of national lockdowns in 2020-21 meant that HOTs marketing function was quickly required to pivot from our agreed strategy and marketing plan to support communications efforts across the Trust advising our communities of both changes to service delivery and vital public health announcements. Much of this was done digitally utilising our well-established online and social media presences to reach our stakeholders across Calderdale and beyond. We also partnered with local third sector organisations to provide comms support on joint projects such as the food parcel delivery service.

As our services began to move online the marketing team assisted colleagues from within the Trust with using technology to create videos and deliver online sessions over platforms such as Zoom and Teams and working alongside partners in public health and the local authority, we continued to create engaging digital content to disseminate consistent key public health messages.

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ACHIEVEMENT AND PERFORMANCE – CONTINUED

Review of Activities for the Year

Internally we worked with colleagues in Enterprise to develop a COVID recovery strategy, identifying early-on those working patterns were likely to change post-COVID and that requirements for meeting and work spaces would change. Our strategy saw heavy investment in our flagship business centre, Elsie Whiteley Innovation Centre, to streamline and redesign both meeting and communal spaces with a sleeker, cleaner aesthetic and incorporating planting and foliage as natural air filters. The investment was at odds with many other providers in the sector who simply buckled down to 'weather the storm' but appears to be paying dividends as both office enquiries, occupancy and meeting room bookings are looking strong for 2021-22.

Despite the challenges of lockdown and working from home, the finance team ensured that all our financial commitments were met and that we made regular and timely payments to our suppliers. We maintained a positive relationship with customers and ensured that accurate timely information was being provided that they were not building up large amounts of debts. An improved central purchasing system was put in place over the year and this has reduced duplication across the organisation as well as allowing us to develop relationships with suppliers and secure lower prices via bulk buying. We introduced new procedures and amended some old processes to ensure consistency across all teams in HOT. HR played a key role during lockdown, by providing management and staff with up-to-date information on government restrictions and ensuring that all teams could function from home.

Future commitments

The Children's Centre contract forms the major source of future commitments/liabilities for the Charity, in relation to the defined benefit pension scheme for TUPE'd staff who were originally employed by Calderdale council. The current contract is due to finish on 31st March 2023 and we expect an extension to this in the form of an 'Alliance Contract' that will include a range of providers and extension of services. HOT has met the level of required pension contributions since it took on the contract in 2014 and therefore has met all its obligations in terms of keeping the scheme adequately financed. However as at 31 March 2021 under the FRS 102 (LGPS funded benefits) disclosure requirement, the Charity has recognised a pension liability on the balance sheet of £2,559,000 in relation to the Children's Centre contract (see note 19 of the financial statements for further details). This is the difference between the fair value of the assets and the present value of the defined benefit obligation as valued under FRS 102 and using the assumptions presented to the Trustees in the actuary's report.

The FRS 102 deficit shown as at 31 March 2021 is only a snapshot at a point in time. In particular, the deficit on this basis is sensitive to corporate bond yields which were extremely low at this date. This means that the value placed on the liabilities is higher than would otherwise be the case. As an example, as at 31 March 2020, corporate bond yields were 0.25% p.a. higher which would have reduced the liability (and deficit) by £385,000.

The deficit disclosed in our accounts is not reflective of our ongoing obligations under the Scheme. These are assessed every 3 years as part of the triennial actuarial valuation process. As at the last actuarial valuation carried out as at 31 March 2019, we were 111.2% funded with a surplus £336,000.

We are also defined as a 'subsumption body' in the Scheme which reflects a guarantee provided by Calderdale Council which means that should we exit the scheme at any point any liability due would be picked up ("Subsumed") by the Council.

The Trust will continue to make contributions at an agreed rate to fund the pensions being built up"

The recognition of the pension scheme deficit in the Balance Sheet has resulted in the Charity itself showing a deficit of reserves at 31 March 2021. As mentioned above this pension deficit is not payable within the foreseeable future (12 months from date of this Report), there is a subsumption agreement in place with Calderdale council and the Charity will be able to continue operating as normal during this period and the accounts have therefore been prepared on a going concern basis.

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FINANCIAL REVIEW

Financial position

The Group is reporting net operating expenditure of £160,559 for the year ended 31 March 2021, before movement on the pension scheme.

Following recognition of the actuarial movement on the defined benefit pension schemes, the Group is showing a total net expenditure position of £948,559.

The Group receives funding from a range of sources including local and national government contracts, local and national government grants, grant income from Trusts and Foundations as well as generation of its own income via its subsidiary company. The Trustees have adopted diversification of income streams to mitigate the risks around sustainable income sources.

Details of the specific grants received by the Group are included in note 2 of the accounts and the results of the two trading subsidiaries are included in note 16 of the accounts. The income sources of the Charity's restricted funds are included in note 18 of the accounts.

Investment policy and objectives

Under the Memorandum and Articles of Association the trustees have the power to make any investment they see fit. During the year under review the trustees have chosen to hold the surplus funds of the Charity in the bank account with Unity Trust Bank PLC. These are held in current accounts in order to facilitate the day-to-day operations of the Charity. £702,264 of the Trust's funds are held in an interest-bearing current account with Unity Trust Bank in order to maximise income from the Trust's surplus funds and to meet the fiduciary requirement of the trustee board.

Reserves policy

Reserves are required by the Charity because there is a need to match variable future income with fixed commitments, grants are often received after the relevant expenditure has been paid out, and the Trust at times supports certain projects beyond the life of specific funding or bridges between contracts. The policy agreed by the Board of Trustees is described below:

The HOT Board have agreed to determine the target level of reserves using the following approach:

+ 50% of high-risk income
+ 50% of annual salary costs
+ all current contractual payment commitments

The reserves levels will be reviewed each year when budgeting is being carried out and will therefore fluctuate as risk increases/decreases; salary costs increase/decrease; and contractual commitments increase/decrease.

Using this approach, the reserves level for 2020/21 has been set at £1,160,396. Unrestricted reserves as of 31st March 2021 were £644,021 in the charitable company and £1,118,109 in the group.

The trustees have not designated the use of any of these reserves and therefore they are general reserves to support the ongoing operation of the charity.

Going concern

The Charity's liabilities currently exceed its assets however this includes the recognition of a defined benefit pension scheme deficits of £2,559,000. The Trustees have given detailed consideration to this situation as noted in this report.

Although this deficit represents a material uncertainty, the Trustees believe that this position will not have any significant impact of the Charity's ability to operate.

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FUTURE PLANS

(1) Support enterprise, business start-up and growth

The Trust intends to continue with provision of business, office and meeting space via its two enterprise centres and despite the impact of Covid-19 has seen an increase in enquiries from businesses. Networking sessions will restart in September 2021 and we have revised our support package to tenants to include much more detailed signposting in the first instance and offering to "mix and match" the total value of the grant to not only provide rent subsidy for up to 18 months but offer training, mentoring and advisory services paid for in place of some of the rental grant.

Planned refurbishment of the reception and atrium at EWIC will be completed in June 2021. This includes large planted areas of trees and plants, a new larger reception desk, new seating areas to include power for laptops, new soft furnishings and two four person "huts" to encourage small meetings and make best use of the space. The management and board felt that in order for the centre to continue attracting (and maintain existing) tenants and conference visitors that this was the time to spend a substantial amount on an impressive set of improvements to our already fantastic offering. Feedback on these planned improvements has been very positive and we expect to see our income continue to rise through this dramatic change.

Automatic Number Plate Recognition car park barriers are currently being investigated at EWIC. Benefits include improved visitor experience and a new income stream of up to £11k PA for the centre at an initial cost of just under £12K. It would also reduce pressure on reception staff at peak visitor times. Electric car charging points are being considered as an option for some tenants and this will be expended over the coming years as the uptake increases, again this would be a chargeable service to tenants and the aim is to have the service pay for its installation within 5 years.

Hanson Lane Enterprise Centre is nearing the end of its useful life as a multi-purpose site and we are now actively looking for a replacement site for "HOT HQ" when we have relocated the services, we offer from HLEC we will look to demolish the main building and replace with simple duplex units which will drastically reduce the operating cost of the site and increase revenue as well as making it a single purpose site

(2) Help local people into employment

Unemployment remains high within our locality, and in particular youth unemployment. There is also a skills shortage in certain sectors. An emerging group of job seekers are those people who have been furloughed throughout the pandemic and have unfortunately lost their jobs after this scheme ends. Looking forward we will look to engage and support both existing and emerging groups of job seekers and expect our services to be needed more than ever. We will continue to deliver the Kickstart scheme to support young people & employers. Our Hopeful Families contract has been extended until March 2023 and our Inspire contract runs until January 2023, therefore we will also be focusing on opportunities to secure our services & team beyond this.

(3) Support and deliver work-based learning and personal development

Even though 2020/21 was a challenging year, the future is looking good as a result of the hard work and dedication of the new work-based delivery team. We anticipate recovery may take longer than a year given the ongoing situation in relation to the Covid-19 pandemic, but where we are able to control changes and improvements to the service we are in a more confident position. Considerable work has been done and continues to be done around quality and to develop a mixed learning delivery model which allows us to deliver face to face and online. This will allow us to address the areas we need to improve as highlighted by the OFSTED monitoring visit. We have retained our contract with Kirklees council to deliver Teaching Assistant apprenticeship programmes for their schools. We are moving forward with plans to develop our apprenticeship offer by delivering level 4 and level 5 in early years this will allow us to offer progression opportunities to those individuals who have completed level 3 apprenticeship programmes. We received a follow-up Ofsted visit in July 2021 which confirmed that progress was being made and the service is on an upward trajectory.

FUTURE PLANS - continued

(4) Support children and families

We are an instrumental partner in the development of the Starting Well Strategy in Calderdale for children 0-5 years. We have been awarded a 2-year contract extension from April 2021 (with a significant budget reduction) which has led to a restructure of the staff team. We are working towards becoming part of a newly formed Alliance contract for 0-5 years from April 2023. In preparation for this the key performance indicators and definition of target families have been changed this year. The focus for the next twelve months is to embed these new KPI's and target groups into service delivery, and adapt the systems and processes already in place to capture the data required to demonstrate the impact being made by services offered. The challenge this year is going to be re-establishing face-to-face service delivery when Covid 19 restrictions cease, and building families' confidence in attending services.

Other key areas of development in the future include embedding the new EYFS into nursery and early years provision; recruiting more parents to be involved in the governance of the Children's Centres; training all Early Years staff to increase their knowledge on how to improve children's speech, language and communication skills; increasing use of the Centres 'out of hours'; marketing nursery places as we saw a reduction in some nurseries in the number of children (again, due to Covid).

(5) Support and promote health and wellbeing

Staying Well, Active Calderdale and Community Organising funding is secure for 2021/22 at least. The projects will continue to play their part in supporting the most vulnerable in society, even more so during (and hopefully after) the Covid pandemic. We plan to provide key messages around good health. Through our trained diabetes champions, we will focus on conditions like diabetes and encourage healthy eating and exercise. Working closely with our partner agencies such as the Better Living Team we will continue to raise healthy lifestyle awareness as this more important than it has ever been.

Plans for The Outback include building on the partnerships that we have developed in 2020-21 to provide more health and wellbeing activities for local people in the Outback. We will implement objectives from the 3-year business plan to help make the Outback financially sustainable, this includes trialling more commercial activities and increasing external hire of the facilities. We want to build on the volunteering programme to provide opportunities for a broader range of people to learn more about gardening and growing food, and we plan to maximise the use of the Outback produce, through sale of it locally and by using it on site in cooking sessions/workshops.

(6) Support inclusive integration of new arrivals to the UK

Our main delivery contract, Connecting Opportunities, that enables people to make the most of their new lives in the United Kingdom has been extended until March 2023. This provides us with much needed security and resource to support vulnerable migrants and refugees across Calderdale and Kirklees. We have also secured the Vulnerable Person's Resettlement Scheme and Together Calderdale for another year. All of these programmes will be needed to mitigate against the effects of the pandemic and economic impact when the furlough scheme finishes in September 2021. We are also conscious of the potential adverse effect the pandemic has had on community cohesion and will be channelling our resources to address this.

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FUTURE PLANS - continued

(7) New areas of delivery

In previous Trustee Reports we described a site which the Trust is interested in acquiring and redeveloping. A feasibility study, funded by the Architectural Heritage Fund and Calderdale council, was completed during 2020/21 which provided RIBA Stage 2 architectural designs and an outline business plan. The most viable use of the site combines commercially-let office space with space for HOT and other community projects to be based. The renovation would have to be financed via grant funding as loan finance would be too risky based on the cost of renovating the listed building and its likely future use. The Trust will continue to progress this project, although progress is expected to be slow and highly dependent on support from the local authority. The Trust will continue to progress its work on empty homes, now that a robust business plan is in place. Further revenue funding is being secured to fund a new staff role to lead the project and pay for legal advice and services. Finally, there are two potential sites that have been identified for a new HOT HQ, an 'Opportunities and Wellbeing Centre'. Funding from the Coop Foundation has enabled development work to take place around these opportunities and further feasibility work will take place over the coming year. These are all ambitious capital projects requiring external finance (including loan finance) and external specialist advice; therefore, a robust, steady, risk-based approach is being taken. In terms of new services and activities, we are interested in developing a specialist nursery for children with special needs. We are in the early stages of understanding the need for this and the financial requirements of setting it up and sustaining it. The wellbeing team are exploring opportunities to support people manage long-term physical and mental health conditions. All these initiatives are based on our experience, understanding and involvement with the communities in which we are based and all help to strengthen HOT's charitable objects and purpose.

(8) Governance, Management and Central Services

We will continue our quality improvement work in a number of ways. We plan to extend the Matrix accreditation across the Children's Centres delivery work. Children's centres and nurseries are primarily focused on improving outcomes for young children and their families, with a particular focus on those in greatest need. This 'purpose' has a natural fit with IAG, and it may be beneficial to extend this accreditation firstly to ensure a consistent approach to the delivery of IAG, secondly to provide reassurance that the 'purpose' is being met. We will carry out further quality assessments and

reviews against the Quality for Health assurance framework and review our performance management effectiveness to gain detailed insight into how well we are currently leading, supporting and improving our staff to achieve business results. This will be achieved via online surveys and interviews to gather valuable information from staff. Quantitative and qualitative insights with an action plan will be designed to support the evolution against Quality for Health and to demonstrate its impact and how we take care of our staff, service users and work with co-partnership organisations. We will work on quality strategy plans to move the Ofsted grade to "good" for Apprenticeships with a key focus on the quality of the curriculum, improving learning results of mathematics and English, enabling apprentices to develop successfully the knowledge and skills that they need in their workplaces, ensuring that we provide IAG careers information for apprentices to use when they are considering their next steps, developing meaningful and impactful education service.

In terms of marketing and communications, our strategy continues to focus on building awareness of the Trust and our services to the wider community and supporting project teams with communications requirements in order to deliver their work. Our overall aim is to position the Trust as a respected, go-to organisation grounded in its community and accessible to all - a place that people want to both use, work for and collaborate with to improve the lives of the people we work with.

Within the Finance team, we aim to have two members of staff qualified in Levels 3 and 5 Leadership and Management enabling them to develop skills to use within the team and across HOT. We will also update the financial procedures manual as there have been changes in processes through the finance function. During 2020/21 our HR team have developed an HR strategy which we will implement over the next three years focusing on the key areas of Recruitment & Retention, Leadership & Management, Performance management, Employee Engagement, Reward & Recognition, HR Capability & Infrastructure.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Halifax Opportunities Trust, was incorporated in 2000, achieved charitable status in 2002 and has been operational since April 2002. It was established as the successor body for a government funded regeneration programme in the Park Ward area of Calderdale.

HOT is a membership organisation. Its trustees are elected from its membership as laid out in the Memorandum and Articles of Association.

HOT's charitable work was for its first few years primarily focused on the Park Ward area of Calderdale but it is now operating across the whole of the borough and in Kirklees, building working relationships with private, public, voluntary and community sector organisations to provide services in a number of communities.

HOT has two commercial properties on long term peppercorn leases from the local council. They are used as a base for HOT's charitable activities and are also let to local businesses to promote and encourage local business growth. The property interests are managed by a wholly owned subsidiary company, Elsie Whiteley Innovation Centre Ltd. For this reason, HOT produces consolidated accounts.

Governance

HOT is a registered charity and a company limited by guarantee. Board members are therefore both trustees of the Charity and company directors. There are currently fourteen trustees.

Elected trustees serve for a maximum of fifteen years and the co-opted trustees are co-opted annually. Elected trustees are elected by the HOT membership at the AGM. Co-opted trustees are appointed by the Board. All new trustees receive an induction pack and complete a register of interest document. They are also provided with opportunities for governance and sector specific training and development.

The Charity's Board and the subsidiary boards meet quarterly. In addition to these meetings there is a Finance and HR Sub Committee and a Risk and Governance Committee. Special purpose task and finish groups are formed to meet specific needs. These meetings take place between formal board meetings to explore issues in depth and help trustees and directors better understand the changing environment in which the organisation operates. Any such groups report back to the full Board. Currently there is a Buildings Sub Committee which is overseeing the heritage and empty homes work.

An annual away day is held for trustees and staff at which future direction and priorities are agreed. The Strategy Plan is reviewed annually and each team produces a short business plan which outlines key activities for the year ahead. KPIs are drawn from these plans and are used as the basis for performance management within the organisation.

Management

There is an experienced senior management team of seven at the core of the organisation that meets bi-weekly to plan pan-organisational operational activity. The team is led by the Chief Executive. The Chief Executive and the senior managers report directly to the Board at the quarterly charity and subsidiary board meetings. They produce written exception, risk and recommendation reports for these meetings and attend to respond to questions and provide further information as required. The senior team attend regular training and personal development opportunities to ensure they are keeping their professional development up to date.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The trustees agreed a Risk Management Plan for 2020/21 and have agreed the plan for the forthcoming year 2022/23. The Plan describes HOTs approach to risk management and assesses the strategic risks for the organisation, based on Charity Commission guidelines and using a RAG system. Red (high level) risks are dealt with immediately, with Amber being dealt with as soon as possible. Risks highlighted for 2020/21 were all mitigated or negated within the year under review, including those relating to Covid. Detailed scrutiny of the risk plan, including emerging risks identified by SMT, is delegated to the Risk and Governance Committee which is chaired by HOT's Vice Chair. This Committee agrees and summarises key risks for the full board.

Company limited by guarantee

Halifax Opportunities Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such an amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

04089288 (England and Wales)

Registered Charity number

1086183

Registered office

Hanson Lane Enterprise Centre
Hanson Lane
Halifax
West Yorkshire
HX1 5PG

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

A Ali	(resigned 15/10/20)
H J Barber	(Chair)
P W Blackman	
R K Bostan	(resigned 2/9/20)
L Burrows	(appointed 12/8/21)
R J Craven	(Vice Chair)
A Hamid	(appointed 12/8/21)
J Harkness	(resigned 11/6/20)
R Hemblys	(Treasurer)
H L Hunter	
S Hussain	(appointed 12/8/21)
T Male	
S E Morrell	(Chair)
C J Pinder	(appointed 6/8/20)
A K Qureshi	(appointed 12/8/21)
R Rehman	(resigned 11/6/20)
G Rhodes	(appointed 12/8/21)
F Shoukat	(resigned 12/11/20)
M E Stead	(appointed 6/8/20)
R M Sweeney	(appointed 21/9/21)

Company Secretary
A S Haskins

Auditors
Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

Bankers
Unity Trust Bank
9 Brindleyplace
Birmingham
B1 2HB

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REFERENCE AND ADMINISTRATIVE DETAILS

Solicitors
Finn Gledhill
1 - 4 Harrison Road
Halifax
West Yorkshire
HX1 2AG

Service address
Elsie Whiteley Innovation Centre
Hopwood Lane
Halifax
West Yorkshire
HX1 5ER

Chief Executive
A Haskins

Senior Management team

S Nazar	-	Group Finance and HR Lead
J Bell	-	Business Centres Lead
A Hussain	-	Programmes Lead
C Parkinson	-	Children and Families Lead
H Peevers	-	Marketing Lead
M Ciewiertnia	-	Quality and Systems Lead

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Halifax Opportunities Trust for the purposes of company law) are responsible for preparing the Report of the Trustees 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 those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

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STATEMENT OF TRUSTEES' RESPONSIBILITIES – continued

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

AUDITORS

The auditors, Riley & Co Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 24. 11. 21 and signed on its behalf by:

H.J. Barber

H J Barber - Trustee

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Opinion

We have audited the financial statements of Halifax Opportunities Trust (the 'parent charitable company') for the year ended 31st March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the groups and parent charitable company's affairs as at 31st March 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 the provisions available for small entities, in the circumstances set out in note 22 to the financial statements, 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.

Material uncertainty relating to going concern

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

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

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

In forming our opinion on the financial statements, which is not qualified, we have considered the adequacy of the disclosure made in note 1 to the financial statements, concerning the ability of the group, and parent charitable company, to continue as a going concern.

The parent charitable company's liabilities exceed its assets by £1,647,761 (group net liabilities £1,441,591), however the liabilities include £2,559,000 in respect of defined benefit pension scheme. This pension liability is based on a professional actuarial valuation as required under FRS 102. The liability is directly linked to the Surestart contract for services, the current contract runs to 31 March 2022 and crystallisation of the liability would only occur in the event that the contracted services were ceased by the local authority, in the event of the contracted services being awarded to another organisation the staff and associated pension liabilities would be transferred to the new organisation or absorbed by the local authority.

The pension liability figure is also subject to large changes depending on investment performance year on year. The Trustees have prepared detailed financial plans which demonstrate that the charitable company is able to meet its liabilities as they fall due and therefore, they consider that the group and charitable company can continue as a going concern.

The negative reserves represent a material uncertainty which may cast significant doubt over the charitable company and group's ability to continue as a going concern. The financial statements do not include any adjustments that would result if the company and group were unable to continue as a going concern.

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Other information
The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's 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 take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the parent 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 groups and parent 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.

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Our 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 a Report of the Independent Auditors 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 is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experience of the industry sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Ensured laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was a susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the company's remuneration policies.

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risks of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

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There are inherent limitations in our audit procedures described above. The more removed those laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the parent 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 parent charitable company's members those matters we are required to state to them in an auditors' 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Victoria Atkinson BA FCA (Senior Statutory Auditor)
for and on behalf of Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

Date: 1 December 2021

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HALIFAX OPPORTUNITIES TRUST
Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31st March 2021

	Notes	Unrestricted funds £	Restricted funds £	31/3/21 Total funds £	31/3/20 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	30,247	86,665	116,912	153,242
Charitable activities	3				
Provision of employment, education and training services		73,477	403,467	476,944	712,094
Provision of childcare and family support services		2,237,728	402,589	2,640,317	3,396,879
Promoting health and wellbeing		(5,803)	276,489	270,686	72,757
Management, administration and membership		269,840	10,370	280,210	13,045
Other trading activities	4	448,627	-	448,627	633,428
Investment income	5	447	-	447	2,158
Total		3,054,563	1,179,580	4,234,143	4,983,603
EXPENDITURE ON					
Charitable activities	6				
Provision of employment, education and training services		109,558	405,909	515,467	651,161
Provision of childcare and family support services		2,414,043	402,589	2,816,632	3,108,715
Promoting health and wellbeing		(6,591)	351,645	345,054	167,479
Management, administration and membership		285,454	10,421	295,875	424,777
Governance costs		41,711	-	41,711	30,713
Other trading activities	9	370,006	-	370,006	453,449
Total		3,214,181	1,170,564	4,384,745	4,836,294
NET INCOME/(EXPENDITURE)		(159,618)	9,016	(150,602)	147,309
Transfers between funds	22	367	(367)	-	-
Taxation	11	(9,957)	-	(9,957)	54
Other recognised gains/(losses)					
Actuarial gains/(losses) on defined benefit schemes		(788,000)	-	(788,000)	(304,000)
Net movement in funds		(957,208)	8,649	(948,559)	(156,637)
RECONCILIATION OF FUNDS					
Total funds brought forward		(483,683)	(9,349)	(493,032)	(336,395)
TOTAL FUNDS CARRIED FORWARD		**(1,440,891)**	**(700)**	**(1,441,591)**	**(493,032)**

The notes form part of these financial statements

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HALIFAX OPPORTUNITIES TRUST (REGISTERED NUMBER: 04089288)
Group and Charity Balance Sheet
31st March 2021

	Notes	GROUP 31.3.21 £	GROUP 31.3.20 £	CHARITY 31.3.21 £	CHARITY 31.3.20 £
FIXED ASSETS					
Tangible Assets	15	188,639	147,765	34,761	45,647
Investments	16	-	-	101	101
		188,639	147,765	34,862	45,748
CURRENT ASSETS					
Debtors	17	156,430	212,911	168,994	348,178
Cash at bank and in hand		1,448,715	1,649,954	1,270,425	1,274,962
		1,605,145	1,862,865	1,439,419	1,623,140
CREDITORS					
Amounts falling due within one year	18	(647,704)	(713,948)	(563,042)	(592,714)
PROVISION FOR LIABILITIES	20	(28,671)	(18,714)	-	-
NET CURRENT ASSETS		928,770	1,130,203	876,377	1,030,426
NET ASSETS EXCLUDING PENSION SCHEME LIABILITY		1,117,409	1,277,968	911,239	1,076,174
PENSION LIABILITY	23	(2,559,000)	(1,771,000)	(2,559,000)	(1771,000)
NET LIABILITIES		**(1,441,591)**	**(493,032)**	**(1,647,761)**	**(694,826)**
FUNDS					
Unrestricted funds	22	1,118,109	1,287,317	644,021	892,070
Pension reserve	22	(2,559,000)	(1,771,000)	(2,559,000)	(1,771,000)
		(1,440,891)	(483,683)	(1,914,979)	(878,930)
Restricted funds	22	(700)	(9,349)	267,218	184,104
TOTAL FUNDS		**(1,441,591)**	**(493,032)**	**(1,647,761)**	**(694,826)**

The notes form part of these financial statements

continued...

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The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of Trustees and authorised for issue on 24. 11. 21 and were signed on its behalf by:

H. J. Barber

H J Barber - Trustee

The notes form part of these financial statements

HALIFAX OPPORTUNITIES TRUST
Consolidated Cash Flow Statement
for the Year Ended 31st March 2021

	Notes	31/3/21 £	31/3/20 £
Cash flows from operating activities			
Cash generated from operations	1	(111,538)	141,994
Tax paid		(9,957)	54
Net cash provided by operating activities		(121,495)	142,048
Cash flows from investing activities			
Purchase of tangible fixed assets		(80,191)	(78,459)
Interest received		447	2,158
Net cash used in investing activities		(79,744)	(76,301)
Change in cash and cash equivalents in the reporting period		(201,239)	65,747
Cash and cash equivalents at the beginning of the reporting period		1,649,954	1,584,207
Cash and cash equivalents at the end of the reporting period		1,448,715	1,649,954

The notes form part of these financial statements

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31/3/21 £	31/3/20 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(150,602)	147,309
Adjustments for:		
Depreciation charges	39,316	52,686
Interest received	(447)	(2,158)
Decrease in debtors	56,481	(19,363)
Decrease in creditors	(56,286)	(36,480)
Net cash provided by operations	(111,538)	141,994

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/20 £	Cash flow £	At 31/3/21 £
Net cash			
Cash at bank and in hand	1,649,954	(166,239)	1,448,715
	1,649,954	(166,239)	1,448,715
Total	1,649,954	(166,239)	1,448,715

The notes form part of these financial statements

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1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Preparation of the accounts on a going concern basis
Following the valuation of the pension schemes under FRS 102 the Charity has recognised pension scheme deficits of £2,559,000 on the Balance Sheet. This has resulted in a deficit on the Charity's total reserves of £1,647,761 (Group: £1,441,591 deficit) as at 31 March 2021.

Notwithstanding the deficit on reserves the Trustees have prepared the accounts on a going concern basis. This pension scheme deficit relates to employees, employed as a result of a service contract which currently ends on 31 March 2022.

The Trustees believe that the Charity will be able to continue operating as normal and meeting all its liabilities as they fall due. Therefore, the Trustees consider that the going concern basis is appropriate.

Group financial statements
The Statement of Financial Activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line-by-line basis. The Charity has availed itself of Paragraph 3 (3) of Schedule 4 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA or Income and Expenditure Account have been presented for the Charity alone as permitted by section 230 of the Companies Act 2006 and paragraph 327 of the SORP.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

Grants where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Grants, including government grants, are credited to deferred income. Grants towards capital expenditure are released to the SoFA over the expected useful life of the assets. Grants towards revenue expenditure are released to the SoFA as the related expenditure is incurred.

Income from investments is included in the year in which it is receivable.

Income from activities for generating funds relates to property management income generated by the charity's trading subsidiaries.

continued...

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1. **ACCOUNTING POLICIES - continued**

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

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

Redundancy costs
Redundancy costs are charged in the Statement of Financial Activities in the year in which the employees leave employment.

Allocation and apportionment of costs
Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Office equipment	-	15% on cost
Motor vehicles	-	33% on cost
Computer equipment	-	33% on cost

The charity capitalises all asset purchases over £2,000.

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.

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.

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.

Taxation
The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

continued...

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1. ACCOUNTING POLICIES - continued

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds have been designated for specific purposes by the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of any restricted fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charity participates in a defined benefit pension schemes for its employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if the benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are re- measured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and the expected return on assets are shown as a net amount as other finance cost or income. Net pension finance costs are allocated to appropriate resources expended categories in the SoFA. Actuarial gains and losses are recognised based on the latest actuarial valuation.

Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme deficit is recognised in full on the balance sheet.

Defined contribution pension schemes
The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. DONATIONS AND LEGACIES

	31/3/21	31/3/20
	£	£
Donations	(3,348)	807
Grants	120,260	152,435
	116,912	153,242

continued...

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2. DONATIONS AND LEGACIES - continued

Grants received, included in the above, are as follows:

	31/3/21 £	31/3/20 £
Calderdale MBC	-	60,000
Coronavirus Job Retention Scheme	19,898	-
ESOL : Syrian Families	12,778	14,507
National Milk Grant Scheme	918	2,280
Neighbourhood Learning for Deprived Communities	13,678	658
Staying Well Project	72,988	74,990
	120,260	152,435

3. INCOME FROM CHARITABLE ACTIVITIES

	31/3/21 £	31/3/20 £
Charitable activities income		
Provision of employment, education and training services	476,944	700,921
Provision of childcare and family support services	2,640,317	3,396,879
Promoting health and wellbeing	270,686	72,757
Management, administration and membership	280,210	10,884
Management fees received from projects		
Provision of employment, education and training services	-	11,173
Management, administration and membership	-	2,161
	3,668,157	4,194,775

4. OTHER TRADING ACTIVITIES

	31/3/21 £	31/3/20 £
Income from Trading Subsidiaries		
Elsie Whiteley Innovation Centre	448,627	484,026
Hanson Lane Enterprise Centre	-	149,402
	448,627	633,428

5. INVESTMENT INCOME

	31/3/21 £	31/3/20 £
Bank interest receivable	447	2,158

continued...

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6)	Support costs (see note 7)	Totals
	£	£	£
Provision of employment, education and training services	515,467	-	515,467
Provision of childcare and family support services	2,816,632	-	2,816,632
Promoting health and wellbeing	345,054	-	345,054
Management, administration and membership	19,212	276,663	295,875
Governance costs	-	41,711	41,711
	3,696,365	318,374	4,014,739

7. DIRECT COSTS OF CHARITABLE ACTIVITIES

	31/3/21	31/3/20
	£	£
Staff costs	3,070,358	3,072,529
Rates and water	8,070	7,940
Insurance	12,093	15,357
Light and heat	24,108	30,937
Telephone	42,225	62,390
Postage and stationery	43,437	57,426
Advertising	5,042	10,774
Sundries	22,982	22,410
Rent and room hire	925	114,102
Repairs and maintenance	204,145	110,323
Course costs	27,235	55,010
Training and conferences	12,409	12,740
Staff and volunteer costs	69,121	103,782
Trips and outings	-	809
Management fees paid - Project	-	33,434
Motor and travel expenses	6,868	37,214
Bad debts	(180)	-
Surestart costs	99,805	254,630
Irrecoverable VAT	12,741	13,550
Legal and professional fees	2,508	51,204
Apprenticeship levy	-	2,275
Bookkeeping and accountancy	10,386	11,474
Bank charges	3,110	2,941
Depreciation	18,977	30,312
	3,696,365	4,113,563

continued...

8. SUPPORT COSTS

	Management £	Finance £	Other £	Governance costs £	Totals £
Management, administration and membership	52,262	164,028	60,373	-	276,663
Governance costs	-	-	-	41,711	41,711
	52,262	164,028	60,373	41,711	318,374

Included within the other support costs, social security heading, is the HMRC national insurance rebate for each financial year.

Support costs, included in the above, are as follows:

Management

	31/3/21 Management, administration and membership £	31/3/20 Total activities £
Wages	45,947	73,541
Social security	4,939	7,738
Pensions	1,376	2,208
	52,262	83,487

Finance

	31/3/21 Management, administration and membership £	31/3/20 Total activities £
Wages	145,930	136,672
Social security	11,630	10,836
Pensions	6,468	5,136
	164,028	152,644

continued...

8. SUPPORT COSTS - continued

Other

	31/3/21 Management, administration and membership	31/3/20 Total activities
	£	£
Wages	57,389	1,972
Social security	2,844	341
Pensions	140	125
	60,373	2,438

Governance costs

	31/3/21 Governance costs	31/3/20 Total activities
	£	£
Auditors' remuneration	5,999	6,163
Legal fees	35,712	23,770
Trustee costs	-	780
	41,711	30,713

9. OTHER TRADING ACTIVITIES

	31/3/21	31/3/20
	£	£
Expenditure in Trading Subsidiaries		
Elsie Whiteley Innovation Centre	370,006	338,617
Hanson Lane Enterprise Centre	-	114,832
	370,006	453,449

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31/3/21	31/3/20
	£	£
Auditors' remuneration	5,999	6,163
Auditors' remuneration – Elsie Whiteley Innovation Centre	1,957	1,900
Auditors' remuneration – Hanson Lane Enterprise Centre	-	1,900
Depreciation - owned assets	39,316	52,686

The auditor's remuneration for Elsie Whiteley Innovation Centre Ltd and Hanson Lane Enterprise Centre Ltd is included within other trading activities costs.

continued...

11. TAXATION

	31/3/21 £	31/3/20 £
Analysis of tax charge/(credit):		
The tax charge/(credit) on the profit on ordinary activities for the year was as follows:		
Current tax:		
UK Corporation tax	-	-
Deferred tax	9,957	(54)
	9,957	(54)

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2021 nor for the year ended 31st March 2020.

Trustees' expenses
Trustees' expenses of £Nil (2020: £210) were paid to one trustee in the year, relating to the reimbursement of childcare costs for attendance at meetings.

13. STAFF COSTS

	31/3/21 £	31/3/20 £
Wages and salaries	3,152,711	3,174,346
Social security costs	224,959	215,652
Other pension costs	96,417	72,262
	3,474,087	3,462,260

The average monthly number of employees during the year was as follows:

	31/3/21	31/3/20
Charitable activities	169	178
Administrative	18	18
Governance	1	1
	188	197

No employees received emoluments in excess of £60,000.

The key management personnel of the charity have been identified as the Chief Executive, Group Finance & HR Lead, Programmes Lead, Children and Families Lead, Business Centres Lead and Marketing Lead and Quality and Systems Lead.

The aggregate employment benefits, including employer's national insurance and pension contributions, for these key management personnel for the year was £286,537 (2020 - £282,604). The salaries of the key management are set by the trustees, and then reviewed by the trustees.

continued...

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14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	31/3/20 Total funds £	31/3/19 Total funds £
INCOME AND ENDOWMENTS FROM				
Donations and legacies	63,087	90,155	153,242	112,064
Charitable activities				
Provision of employment, education and training services	288,532	423,562	712,094	627,365
Provision of childcare and family support services	2,838,865	558,014	3,396,879	3,473,879
Promoting health and wellbeing	-	72,757	72,757	67,839
Management, administration and membership	3,249	9,796	13,045	18,649
Other trading activities	633,428	-	633,428	639,851
Investment income	2,158	-	2,158	-
Total	3,829,319	1,154,284	4,983,603	4,939,647
EXPENDITURE ON				
Charitable activities				
Provision of employment, education and training services	205,655	445,506	651,161	652,443
Provision of childcare and family support services	2,540,394	568,321	3,108,715	2,968,778
Promoting health and wellbeing	2,275	165,204	167,479	172,550
Management, administration and membership	424,688	89	424,777	392,015
Governance costs	30,713	-	30,713	12,559
Other trading activities	453,449	-	453,449	454,494
Total	3,657,174	1,179,120	4,836,294	4,652,839
NET INCOME	172,145	(24,836)	147,309	286,808
Taxation	54	-	54	(3,408)
Other recognised gains/(losses)				
Actuarial gains/(losses) on defined benefit schemes	(304,000)	-	(304,000)	(451,000)
Net movement in funds	(131,801)	(24,836)	(156,637)	(167,600)
RECONCILIATION OF FUNDS				
Total funds brought forward	(351,882)	15,487	(336,395)	(168,795)
TOTAL FUNDS CARRIED FORWARD	(483,683)	(9,349)	(493,032)	(336,395)

continued...

15. TANGIBLE FIXED ASSETS

CHARITY:

	Kitchen equipment £	Office equipment £	Fixtures and fittings £
COST			
At 1st April 2020	99,308	51,613	23,673
Additions	-	8,093	-
At 31st March 2021	99,308	59,706	23,673
DEPRECIATION			
At 1st April 2020	99,308	51,613	21,284
Charge for year	-	540	652
At 31st March 2021	99,308	52,153	21,936
NET BOOK VALUE			
At 31st March 2021	-	7,553	1,737
At 31st March 2020	-	-	2,389

	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1st April 2020	4,732	138,274	317,600
Additions	-	-	8,093
At 31st March 2021	4,732	138,274	325,693
DEPRECIATION			
At 1st April 2020	1,577	98,171	271,953
Charge for year	1,578	16,209	18,979
At 31st March 2021	3,155	114,380	290,932
NET BOOK VALUE			
At 31st March 2021	1,577	23,894	34,761
At 31st March 2020	3,155	40,103	45,647

continued...

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15. TANGIBLE FIXED ASSETS - CONTINUED

GROUP:

	Kitchen equipment £	Office equipment £	Fixtures and fittings £
COST			
At 1st April 2020	99,308	254,097	222,890
Additions	-	11,163	40,178
At 31st March 2021	99,308	265,260	263,068
DEPRECIATION			
At 1st April 2020	99,308	206,870	125,508
Charge for year	-	19,951	14,120
At 31st March 2021	99,308	226,821	139,628
NET BOOK VALUE			
At 31st March 2021	-	38,439	123,440
At 31st March 2020	-	47,227	97,382

	Motor vehicles £	Long Leasehold £	Totals £
COST			
At 1st April 2020	4,732	91,996	673,024
Additions	-	28,851	80,191
At 31st March 2021	4,732	120,847	753,215
DEPRECIATION			
At 1st April 2020	1,577	91,996	525,260
Charge for year	1,578	3,668	39,316
At 31st March 2021	3,155	95,664	564,576
NET BOOK VALUE			
At 31st March 2021	1,577	25,183	188,639
At 31st March 2020	3,155	-	147,765

continued...

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16. FIXED ASSET INVESTMENTS

	GROUP Shares in group undertakings	CHARITY Shares in group undertakings
	£	£
MARKET VALUE		
At 1 April 2020 and 31 March 2021	-	101
NET BOOK VALUE		
At 31 March 2021	-	101
At 31 March 2020	-	101

There were no investment assets outside the UK. The company's investments at the balance sheet date in the share capital of companies include the following:

Hanson Lane Enterprise Centre Limited
Nature of business: Property management and associated services

Class of share:	% holding
Ordinary	100

	31.3.21 £	31.3.20 £
Summary of trading results		
Turnover	-	149,403
Total Expenditure	-	(137,093)
Taxation	-	54
	-	12,364
Distribution to parent charity	-	(7,080)
	-	5,284
Summary of assets and liabilities		
Assets	1	1
Liabilities	-	-
	1	-

At 31 March 2020 the assets and liabilities of Hanson Lane Enterprise Centre Limited were transferred to Elsie Whiteley Innovation Centre Limited, and the company has been dormant throughout the financial year ending 31 March 2021.

continued...

16. FIXED ASSET INVESTMENTS – CONTINUED

Elsie Whiteley Innovation Centre Limited
Nature of business: Provision of high-quality modern workspace.

Class of share:	% holding
Ordinary	100

	31.3.21 £	31.3.20 £
Summary of trading results		
Turnover	503,669	457,975
Total Expenditure	(450,321)	(406,817)
Other Income	35,448	26,328
Interest payable and similar charges	-	-
Taxation	(9,957)	1,153
	78,839	78,639
Distribution to parent charity	(74,465)	(95,113)
	4,374	(16,474)
Summary of assets and liabilities		
Assets	448,672	551,460
Liabilities	(242,407)	(349,569)
	206,265	201,891

continued..

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP 31.3.21 £	GROUP 31.3.20 £	CHARITY 31.3.21 £	CHARITY 31.3.20 £
Trade debtors	107,512	66,509	59,757	22.082
Amounts owed by group undertakings	-	-	51,708	201,332
VAT	-	-	13,370	8,288
Other debtors	48,918	146,402	44,159	116,476
	156,430	212,911	168,994	348,178

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP 31.3.21 £	GROUP 31.3.20 £	CHARITY 31.3.21 £	CHARITY 31.3.20 £
Trade creditors	44,732	96,238	36,315	75,478
Amounts owing to group undertakings	-	-	23,754	-
Social security and other taxes	48,959	45,844	48,959	45,844
Wages control account	18,021	15,679	18,021	15,679
VAT	3,948	7,048	-	-
Pension schemes	7,133	4,881	7,133	4,881
Accruals and deferred income	524,911	544,258	428,860	450,832
	647,704	713,948	563,042	592,714

19. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31/3/21 £	31/3/20 £
Within one year	7	7
Between one and five years	28	28
In more than five years	5	12
	40	47

20. PROVISIONS FOR LIABILITIES

	GROUP 31.3.21 £	GROUP 31.3.20 £	CHARITY 31.3.21 £	CHARITY 31.3.20 £
Deferred tax	28,671	18,714	-	-

continued...

21. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	31/3/21 Total funds £	31/3/20 Total funds £
Fixed assets	188,639	-	188,639	147,765
Current assets	1,615,929	24,216	1,640,145	1,862,865
Current liabilities	(686,459)	(24,916)	(711,375)	(732,662)
Pension liability	(2,559,000)	-	(2,559,000)	(1,771,000)
	(1,440,891)	(700)	(1,441,591)	(493,032)

22. MOVEMENT IN GROUP FUNDS

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund	1,287,317	(169,575)	367	1,118,109
Pension reserve	(1,771,000)	(788,000)	-	(2,559,000)
	(483,683)	(957,575)	367	(1,440,891)
Restricted funds				
Calderdale Food Network	-	789	-	789
Community Led Homes (Start Up Support)	-	275	-	275
Community Organisers	-	(503)	-	(503)
DEFRA	-	2,552	-	2,552
Employment Services - Holiday Kitchen	456	-	(456)	-
ESOL Project costs	4,294	-	-	4,294
Groundwork	(3,077)	(375)	-	(3,452)
Inclusive Economy	-	(2,324)	-	(2,324)
Inspire	-	(118)	-	(118)
Neighbourhood Learning for Deprived Communities	324	13,627	-	13,951
Place Based Social Action	-	(1,995)	-	(1,995)
Prosperous Calderdale	-	(362)	-	(362)
Sessional staff	(89)	-	89	-
Staying Well Project	(13,611)	(2,550)	-	(16,161)
Together Calderdale Project	2,354	-	-	2,354
	(9,349)	9,016	(367)	(700)
TOTAL FUNDS	(493,032)	(948,559)	-	(1,441,591)

continued...

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22. MOVEMENT IN GROUP FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,054,563	(3,224,138)	-	(169,575)
Pension reserve	-	-	(788,000)	(788,000)
	3,054,563	(3,224,138)	(788,000)	(957,575)
Restricted funds				
Active Calderdale	44,268	(44,268)	-	-
Architectural Heritage Fund - Hopwood Triangle	10,000	(10,000)	-	-
Building Better Opportunities - Hopeful Families	156,585	(156,585)	-	-
Calderdale Food Network	789	-	-	789
Calfund	11,147	(11,147)	-	-
Census Project	381	(381)	-	-
CFFC - Calderdale Food Mixer	1,000	(1,000)	-	-
Community Led Homes (Start Up Support)	9,775	(9,500)	-	275
Community Organisers	(503)	-	-	(503)
Connecting Opportunities	163,036	(163,036)	-	-
Daycare Centres - Jubilee Nursery	163,300	(163,300)	-	-
Daycare Centres - Siddal Nursery	67,631	(67,631)	-	-
Daycare Centres - Sowerby New Road Nursery	23,956	(23,956)	-	-
Daycare Centres - Todmorden Nursery	64,146	(64,146)	-	-
DEFRA	5,500	(2,948)	-	2,552
ESOL: Syrian Families	12,778	(12,778)	-	-
Food Parcel Delivery - Covid 19	9,305	(9,305)	-	-
Groundwork	(1)	(374)	-	(375)
Harnessing Power of Communities	757	(757)	-	-
Inclusive Economy	26,550	(28,874)	-	(2,324)
Individuals Fund	370	(370)	-	-
Inspire	-	(118)	-	(118)
Little Gems Nursery	83,557	(83,557)	-	-
Neighbourhood Learning for Deprived Comm.	13,678	(51)	-	13,627
Place Based Social Action	(235)	(1,760)	-	(1,995)
Place Based Social Action - Let's Get Socially Active	76,924	(76,924)	-	-
Prosperous Calderdale	58,412	(58,774)	-	(362)
Sehat - P2C CCLORS	68,560	(68,560)	-	-
Social Action Hub	1,304	(1,304)	-	-
Staying Well Project	73,238	(75,788)	-	(2,550)
Together Calderdale Project	33,371	(33,371)	-	-
	1,179,580	(1,170,564)	-	9,016
TOTAL FUNDS	4,234,143	(4,394,702)	(788,000)	(948,559)

continued...

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22. MOVEMENT IN GROUP FUNDS - continued

Comparatives for movement in funds

	At 1/4/19 £	Net movement in funds £	At 31/3/20 £
Unrestricted funds			
General fund	1,115,118	172,199	1,287,317
Pension reserve	(1,467,000)	(304,000)	(1,771,000)
	(351,882)	(131,801)	(483,683)
Restricted funds			
Employment Services - Holiday Kitchen	-	456	456
ESOL Project costs	-	4,294	4,294
ESOL : Syrian Families	1,011	(1,011)	-
Groundwork	-	(3,077)	(3,077)
Little Gems Nursery	10,307	(10,307)	-
Neighbourhood Learning for Deprived Communities	324	-	324
Sessional staff	-	(89)	(89)
Staying Well Project	3,844	(17,456)	(13,612)
Together Calderdale Project	-	2,354	2,354
	15,487	(24,836)	(9,349)
TOTAL FUNDS	(336,395)	(156,637)	(493,032)

continued...

22. MOVEMENT IN GROUP FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,829,319	(3,657,120)	-	172,199
Pension reserve	-	-	(304,000)	(304,000)
	3,829,319	(3,657,120)	(304,000)	(131,801)
Restricted funds				
Active Calderdale	16,401	(16,401)	-	-
Building Better Opportunities - Hopeful Families	161,195	(161,195)	-	-
Calderdale Food Network	14,135	(14,135)	-	-
Calfund	12,621	(12,621)	-	-
Community Organisers	503	(503)	-	-
Connecting Opportunities	174,262	(174,262)	-	-
Daycare Centres - Jubilee Nursery	210,607	(210,607)	-	-
Daycare Centres - Siddal Nursery	96,061	(96,061)	-	-
Daycare Centres - Sowerby New Road Nursery	67,394	(67,394)	-	-
Daycare Centres - Todmorden Nursery	100,528	(100,528)	-	-
Employment Services - Holiday Kitchen	807	(351)	-	456
ESOL Project costs	20,000	(15,706)	-	4,294
ESOL : Syrian Families	14,507	(15,518)	-	(1,011)
Groundwork	16,000	(19,077)	-	(3,077)
Harnessing Power of Communities	81	(81)	-	-
Isolation fund	350	(350)	-	-
Little Gems Nursery	83,423	(93,730)	-	(10,307)
Neighbourhood Learning for Deprived Communities	658	(658)	-	-
Park Ward Neighbourhood Development Plan	6,533	(6,533)	-	-
Place Based Social Action	57,819	(57,819)	-	-
Sessional staff	-	(89)	-	(89)
Social Action Hub	372	(372)	-	-
Staying Well Project	74,991	(92,447)	-	(17,456)
Together Calderdale Project	25,036	(22,682)	-	2,354
	1,154,284	(1,179,120)	-	(24,836)
TOTAL FUNDS	4,983,603	(4,836,240)	(304,000)	(156,637)

continued...

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22. MOVEMENT IN GROUP FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/19 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund	1,115,118	2,624	367	1,118,109
Pension reserve	(1,467,000)	(1,092,000)	-	(2,559,000)
	(351,882)	(1,089,376)	367	(1,440,891)
Restricted funds				
Calderdale Food Network	-	789	-	789
Community Led Homes (Start Up Support)	-	275	-	275
Community Organisers	-	(503)	-	(503)
DEFRA	-	2,552	-	2,552
Employment Services - Holiday Kitchen	-	456	(456)	-
ESOL Project costs	-	4,294	-	4,294
ESOL : Syrian Families	1,011	(1,011)	-	-
Groundwork	-	(3,452)	-	(3,452)
Inclusive Economy	-	(2,324)	-	(2,324)
Inspire	-	(118)	-	(118)
Little Gems Nursery	10,307	(10,307)	-	-
Neighbourhood Learning for Deprived Communities	324	13,627	-	13,951
Place Based Social Action	-	(1,995)	-	(1,995)
Properous Calderdale	-	(362)	-	(362)
Sessional staff	-	(89)	89	-
Staying Well Project	3,844	(20,006)	-	(16,162)
Together Calderdale Project	-	2,354	-	2,354
	15,487	(15,820)	(367)	(700)
TOTAL FUNDS	(336,395)	(1,105,196)	-	(1,441,591)

continued...

22. MOVEMENT IN GROUP FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	6,883,882	(6,881,258)	-	2,624
Pension reserve	-	-	(1,092,000)	(1,092,000)
	6,883,882	(6,881,258)	(1,092,000)	(1,089,376)
Restricted funds				
Active Calderdale	60,669	(60,669)	-	-
Architectural Heritage Fund - Hopwood Triangle	10,000	(10,000)	-	-
Building Better Opportunities - Hopeful Families	317,780	(317,780)	-	-
Calderdale Food Network	14,924	(14,135)	-	789
Calfund	23,768	(23,768)	-	-
Census Project	381	(381)	-	-
CFFC - Calderdale Food Mixer	1,000	(1,000)	-	-
Community Led Homes (Start Up Support)	9,775	(9,500)	-	275
Community Organisers	-	(503)	-	(503)
Connecting Opportunities	337,298	(337,298)	-	-
Daycare Centres - Jubilee Nursery	373,907	(373,907)	-	-
Daycare Centres - Siddal Nursery	163,692	(163,692)	-	-
Daycare Centres - Sowerby New Road Nursery	91,350	(91,350)	-	-
Daycare Centres - Todmorden Nursery	164,674	(164,674)	-	-
DEFRA	5,500	(2,948)	-	2,552
Employment Services - Holiday Kitchen	807	(351)	-	456
ESOL Project costs	20,000	(15,706)	-	4,294
ESOL : Syrian Families	27,285	(28,296)	-	(1,011)
Food Parcel Delivery - Covid 19	9,305	(9,305)	-	-
Groundwork	15,999	(19,451)	-	(3,452)
Harnessing Power of Communities	838	(838)	-	-
Inclusive Economy	26,550	(28,874)	-	(2,324)
Individuals Fund	370	(370)	-	-
Inspire	-	(118)	-	(118)
Isolation fund	350	(350)	-	-
Little Gems Nursery	166,980	(177,287)	-	(10,307)
Neighbourhood Learning for Deprived Communities	14,336	(709)	-	13,627
Park Ward Neighbourhood Development Plan	6,533	(6,533)	-	-
Place Based Social Action	57,584	(59,579)	-	(1,995)
Place Based Social Action - Let's Get Socially Active	76,924	(76,924)	-	-

continued...

22. MOVEMENT IN GROUP FUNDS - continued

Prosperous Calderdale	58,412	(58,774)	-	(362)
Sehat - P2C CCLORS	68,560	(68,560)	-	-
Sessional staff	-	(89)	-	(89)
Social Action Hub	1,677	(1,677)	-	-
Staying Well Project	148,229	(168,235)	-	(20,006)
Together Calderdale Project	58,407	(56,053)	-	2,354
	2,333,864	(2,349,684)	-	15,820
TOTAL FUNDS	9,217,746	(9,230,942)	(1,092,000)	(1,098,382)

Transfers between funds

Transfers between funds have been made to reallocate overspends on restricted fund projects and to reallocate restricted fund opening balances which have been expended within the year to the satisfaction of the restriction in place.

23. EMPLOYEE BENEFIT OBLIGATIONS

The charity is a member of a defined benefit scheme with The West Yorkshire Pension Fund.

The West Yorkshire Pension Fund Scheme is funded and contracted out of the state scheme. The last tri-annual valuation of the scheme took place at 31 March 2019 and was undertaken by professionally qualified actuaries, AON Hewitt, using the projected unit method. The Charity has paid for a valuation of its scheme as at 31 March 2021 and the figures below are based on that valuation.

The charity became a participating employer in the scheme on 1 July 2014 and acquired net liabilities of £528,000 on that date.

The notional value of the liabilities of the charity's share of the scheme at 31 March 2021 was £6,211,000 the present value of the assets was £3,652,000 leaving a net pension liability of £2,559,000 at 31 March 2021.

Contributions
The employer contributions made to the scheme during the year were £40,000 (2020: £33,000). £Nil was unpaid at the year end.

The employers' regular contributions to the Fund for the accounting period ending 31 March 2022 are estimated to be approximately £17,000.

Key assumptions
The latest actuarial valuation of the Charity's liabilities took place as at 31 March 2019. Liabilities have been estimated by the independent qualified actuary on an actuarial basis using the projected unit credit method.

continued...

23. EMPLOYEE BENEFIT OBLIGATIONS - continued

The principal assumptions used by the actuary in updating the latest valuation of the Fund for FRS 102 purposes were:

	31 March 2021 (%)	31 March 2020 (%)
Discount rate	2.05	2.30
Inflation - CPI	2.80	1.90
Pension increases	2.80	1.90
Pension accounts revaluation rate	2.80	1.90
Salary increases	2.00	3.15

Expected return on assets

The approximate split of assets for the Fund as a whole (based on data supplied by the Fund Administering Authority) is shown in the table below. Also shown are the assumed rates of return adopted by the Employer for the purposes of FRS 102.

The charity employs a building block approach in determining the rate of return on Fund assets. Historical markets are studied and assets with higher volatility are assumed to generate higher returns consistent with widely accepted capital market principles. The assumed rate of return on each asset class is set out within this note. The overall rate of return on assets is then derived by aggregating the expected return for each asset class over the actual asset allocation for the Fund at 31 March 2019.

	Asset split at 31 March 2021 (%)	Asset split at 31 March 2020 (%)
Equities	79.7	77.5
Property	3.8	4.5
Government bonds	8.3	9.6
Corporate bonds	4.6	5.1
Cash	2.0	1.9
Other	1.6	1.4
Average Return / Total	**100.00**	**100.0**

Reconciliation of funded status to Balance Sheet

	Value as at 31 March 2021 £000's	Value as at March 2020 £000's
Fair value of assets	3,652	3,100
Present value of funded liabilities	(6,211)	(4,871)
Pension asset / (liability) before consideration of paragraph 41	(2,559)	(1,771)
Unrecognised asset due to limit in paragraph 41	-	-
Net pension asset/(liability)	**(2,559)**	**(1,771)**

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23. EMPLOYEE BENEFIT OBLIGATIONS - continued

Analysis of profit and loss charge

	Period ending 31 March 2021 £000's
Operating cost:	
Current service cost	167
Past service cost	-
Interest cost	-
Curtailment cost	23
Settlement cost	-
Financing cost: Interest on net defined benefit liability / (asset)	41
Expense recognised	**231**

Changes to the present value of the defined benefit obligation

	Period ending 31 March 2021 £000's
Opening defined benefit obligation	4,871
Current service cost	167
Interest expense on defined benefit obligation	111
Contributions by participants	27
Actuarial (gains) / losses on liabilities	1,160
Net benefits paid out	(148)
Past service cost	-
Net increase in liabilities from disposals / acquisitions	-
Curtailment cost	23
Settlements	-
Closing defined benefit obligation	**6,211**

Changes to the fair value of assets

	Period ending 31 March 2021 £000's
Opening fair value of assets	3,100
Interest income on assets	70
Remeasurement gains / (losses) on assets	563
Contributions by the employer	40
Contributions by participants	27
Net benefits paid out	(148)
Net increase in assets from disposals and acquisitions	-
Settlements	-
Closing fair value of assets	**3,652**

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24. CONTINGENT LIABILITIES

As a member of a VAT group with its subsidiaries, the charity is jointly and severally liable for the VAT debts of any of the VAT group members.

25. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

There were no related party transactions for the year ended 31st March 2021.

26. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

27. ULTIMATE CONTROLLING PARTY

The charity is under the control of the board of trustees.

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REGISTERED COMPANY NUMBER: 04089288 (England and Wales)
REGISTERED CHARITY NUMBER: 1086183

Report of the Trustees and

Consolidated Financial Statements

for the Year Ended 31st March 2021

for

HALIFAX OPPORTUNITIES TRUST

Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

HALIFAX OPPORTUNITIES TRUST
Contents of the Consolidated Financial Statements
for the Year Ended 31st March 2021

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2021. The trustees have adopted the provisions of 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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Following incorporation as a limited company in October 2000, HOT was registered as a charity in April 2001 with the following objects registered and approved by the Charity Commission:

To promote any charitable purpose for the benefit of the inhabitants of the metropolitan district of Calderdale in the county of West Yorkshire and surrounding areas within a radius of 30 miles from Halifax Town Hall, including but not exclusively the area known as Park Ward in the Metropolitan Borough of Calderdale to ensure the regeneration of those areas for the public benefit of the community, by all or any of the following means:

a) the relief of poverty in such ways as may be thought fit;
b) the relief of unemployment;
c) the advancement of education, training, or re-training, particularly among unemployed people and providing work experience for the unemployed;
d) the provision of financial assistance, technical assistance, business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help in setting up their own business or to existing businesses;
e) the creation of training and employment opportunities by the provision of workspace, buildings and/or land for use on favourable terms;
f) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement , poverty or social and economic circumstances, have need of such facilities;
g) the protection or conservation of the environment;
h) the provision of childcare;
i) the promotion of public safety and prevention of crime; and
j) the provision of public health and well-being activities; and
k) such other means as may from time to time be determined subject to the prior consent of the Charity Commission.

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The trustees, in making decisions about planning and delivery of activities, have had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant. The approach to public benefit is described in summary below and in more detail throughout this report.

Halifax Opportunity Trust's purpose as described in its Strategic Plan is to 'work to make a vibrant multi-cultural and self-sustaining community'. In order to achieve this, the Trust carries out the following activities:

- provides office space and support for business and enterprise development through two business centres.
- provides opportunities for learning via a range of apprenticeships, ESOL provision, life skills and integration for new arrivals to the UK.
- provides assistance for job seekers by working with employers and through employment support initiatives.
- provides childcare and family support through the Upper and Central Calderdale Children's Centres, Little Gems nursery and other projects.
- provides support for physical and mental wellbeing by running social activities, networks and community groups which encourage socialization, healthy lifestyles and take up of new hobbies and activities.
- promotes health and wellbeing via the Outback community kitchen garden and projects aimed at encouraging active, healthy lifestyles.
- provides community development support via the outreach activities of two Community Organisers and provision of Community Organising training

The Board reviews the Charity's objectives and areas of operation periodically. For the year under review (2020-21) it is agreed that priority interventions should continue fall into six main areas over the next year:

- Support enterprise, business start-up and growth
- Help local people into employment
- Support and deliver accredited training and personal development
- Support children and families
- Support and promote health and wellbeing
- Support inclusive integration of new arrivals to the UK

In the longer term, the board continues to explore acquisition of new property (to support the areas above and also to support the Trust's sustainability). Trustees are considering redevelopment of Hanson Lane Business Centre, subject to long-term lease renewal and also the acquisition of a new community centre. Housing is another area of potential future development for the Trust as it is a key issue in Park ward and across Calderdale.

The trustees believe the strategy for achieving these objectives should continue to be through programme and project delivery using a social enterprise model and that this should be achieved on either a contracted full cost recovery basis or through our own commercial trading operations, thereby allowing the infrastructure of the Charity to be maintained whilst achieving the designated charitable objectives. The Trust does seek grant income to enable the start-up of new projects or initiatives, with the aim of ensuring these are self-sustaining via trading once established.

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OBJECTIVES AND ACTIVITIES

Significant activities

The Charity's main programmes, projects and services are:

(1) Support enterprise, business start-up and growth

This is mainly achieved through activities at Hanson Lane Enterprise Centre (HLEC) and Elsie Whiteley Innovation Centre (EWIC). EWIC provides office space and meeting rooms and HLEC provides light industrial units and a smaller amount of office space. The Trust offers an 18-month grant to start up and early trading businesses which subsidises their rent. The business centres also act as a focal point for physical regeneration and community cohesion in Park Ward, with a regular business networking event being held at EWIC.

(2) Help local people into employment

The Trust provides practical, holistic support to people looking for employment, especially those who are disadvantaged in the labour market. The Trust provides this through a key worker model which enables support to be customised around an individual's needs and delivered on a one-to-one basis. An important part of the service is pro-active engagement with local employers to source vacancies to assist unemployed people back into work. The Trust also runs a Job Club which brings job seekers together to provide peer support and social connections. This work is primarily resourced via EU and other structural funds.

(3) Support and deliver learning and development opportunities

Halifax Opportunities Trust is a well-established and highly regarded learning provider in West Yorkshire, registered with the Education & Skills Funding Agency (ESFA) to deliver work-based apprenticeships. We are currently working with a range of employers including primary and secondary schools and childcare providers across West Yorkshire offering qualifications in learning support, early years and business administration. This training is mostly delivered from Hanson Lane Enterprise Centre, learners' workplaces and other community venues. Our apprenticeship provision is now directly registered with OFSTED and we are also accredited with the Matrix standard.

(4) Support children and families

HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. These services, operating from a range of neighbourhood Children's Centres and community venues, have mostly been delivered in partnership with Calderdale Council. From July 2014 this has been in the form of a contract which the Trust won via a competitive tender process. The Centres are busy and informative venues and are well used by parents in the community. The Centres support families in many ways helping them improve their health, parenting, employability, their education, family safety and provide excellent childcare. The Trust also runs its own nursery (Little Gems) which is based at Hanson Lane Enterprise Centre. Three of the four nurseries run by the Trust have been received Outstanding inspection results from OFSTED and all the Children's Centre nurseries have achieved the Food for Life Early Years Award.

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OBJECTIVES AND ACTIVITIES - continued

Significant activities

(5) Support and promote health and wellbeing

Health and wellbeing outcomes for residents of Park Ward and other disadvantaged areas of Calderdale compare badly with those of the more prosperous parts of the borough. In response to this inequality, the Charity has increasingly been delivering activities which help improve social connections, nutrition and physical activity. Much is done in the Children's Centres to educate parents and families about breastfeeding and healthy eating. In addition, the Trust runs a Staying Well programme aimed at adults in the community, especially those who are experiencing isolation and loneliness as a result of their age, mild mental ill-health or limiting medical conditions. The Outback community garden and kitchen helps people engage with healthy, nutritious food for families. The Active Calderdale project promotes active lifestyles to improve health outcomes. The Trust also continues its 'greening' activity at its Children's and business centres, by planting flowers, vegetables and fruit to create pleasant environments and contribute positively to these community settings.

(6) Support inclusive integration of new arrivals to the UK

To meet this objective, we deliver ESOL courses, embedded within an inclusion approach which enables new arrivals to learn how the UK functions: its history & heritage; government; culture & leisure; and public services.

Public benefit
The trustees confirm that they have each complied with their duty under section 4 of the Charities Act 2006 to have due regard to the guidance on public benefit published by the Charity Commission when carrying out their role and duties.

HOT operates specifically in deprived areas, providing multiple economic, social, and environmental benefits to individuals in those areas. The trustees believe that public benefit has been achieved through the provision of support to local businesses, individuals, community members and families via this diverse programme. This has provided multiple economic, social, and environmental benefits to the individuals reached by the Charity's activities. Details of our support are set out in this report.

ACHIEVEMENT AND PERFORMANCE

Review of Activities for the Year
Despite the extraordinary challenges of 2020/21, the Trust has met all of its contractual objectives as specified by the various funding bodies in the year. For the second year running, this report has been compiled during the Coronavirus pandemic, which has seen changes to the way that the Trust operates, although there has been no diminishment of its activities or the numbers of people reached. In this report, the HOT trustees wish to acknowledge and celebrate the incredible way that 'Team HOT' has responded to the challenge posed by Covid-19 and lockdown from late March 2020.

In the weeks prior to lockdown, when it was clear that Covid cases were rising in the UK, HOT's senior management team began implementing safety procedures on all sites against transmission of the virus and also started planning for home working and digital delivery of activities and services. This meant that when 'lockdown' occurred, we were able to rapidly transition to home working (although some staff remained working on site throughout) and ensure we stayed in touch with people we were working with. All of HOT's services continued throughout lockdown and since the partial easing of restrictions. The exception was public access to The Outback Garden, although staff and volunteers continued to maintain the site. Several of our direct trading activities ceased (e.g., meeting room hire at Elsie Whiteley Centre) or reduced significantly (nursery places, apprenticeships) but all teams continued to deliver services. Our nurseries provided childcare for key workers and vulnerable children. Our family support and community teams-maintained phone contact (over 5,000 households per week) and started delivery via digital platforms such as Zoom and Teams. The Children's Centres and Community Programmes teams set up an emergency food parcel delivery service in central Halifax and Todmorden, ensuring that more than 100 families a week received essential supplies. It was an extraordinary effort by staff and volunteers, and we worked closely with local charity partners such as Himmat, St Augustine's and Community Foundation for Calderdale, showing the importance of collaborative working for maximum benefit.

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Specific activities from April 2020 to March 2021 for each objective are described below:

(1) Support enterprise, business start-up and growth

Elsie Whiteley Innovation Centre (EWIC) is the charity's high-quality office and conference space located on the edge of Park ward boundary and adjacent to Halifax town centre. EWIC continues to be an important part of the Trust's offer, bringing in a diverse mix of tenants, conference and training participants daily. The focal point of the building is the atrium and the lively Café No 5.

Office occupancy during 2020/21 fluctuated from 68% at the start of the pandemic to 74% in March 2021 (and rising again to 80% in June 2021). Some businesses left through financial hardship caused by Covid. This was despite the centre offering free car parking for several months and interest-free debt for up to four months. Loss of these tenants has been offset by new-start companies, set up during furlough and whose owners did not want to work from home. The other positive aspect has been larger companies downsizing from Leeds & Manchester to smaller satellite offices in centres such as ours. Conferencing was very badly hit by lockdown, with virtually no bookings during the financial year and therefore a total loss of income from that source. Despite the very challenging circumstances the centre still managed to make a financial surplus, which was gift-aided to Halifax Opportunities Trust to support the charitable work of the Trust and to offset trading losses elsewhere. In 2020/21 Halifax Opportunities Trust provided grants to 8 new-start companies who employ 17 people in Halifax at a total subsidy cost of £8,159.25. We also helped 12 of our smaller tenants through the small business grant application process for the governments Covid grants which enabled them to continue trading during the pandemic.

During lockdown, thanks to external grant funding from Power to Change and the board's decision to invest in anticipation of recovery, the conference facilities have been given a fantastic new look. As no meetings were able to take place, we were able to carry this out with no additional impact on EWIC's income. The meeting rooms have been given a fresh, bright new look which we know our customers are seeking during the Covid pandemic. We listened to the feedback from our regular conference guests and included bean-to-cup coffee machines, improved wireless access, HD virtual conferencing camera and sound equipment and we moved from projectors to 75" 4K TVs. Some photos of the renovations are included below:







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We have also given the EWIC garden area a small but impressive makeover, which again adds value to our conference guests, visitors, café users and tenants.



Our second business centre, Hanson Lane Enterprise Centre (HLEC), is located at the centre of Park ward and is where the charity was first established. The Enterprise Centre was converted from a cluster of redundant BT engineering workshops in the late 1990's with the aim to bring economic vibrancy to the area, particularly encouraging start-up businesses. In addition to being a base for commercial businesses and social enterprises, much of the charity's own activities take place from HLEC and Little Gems nursery, run by HOT, is also based on the site. As with the Elsie Whiteley Innovation Centre, all new businesses are offered a discount for the first 18 months of their trading. Businesses and charities benefiting the community are also often given consideration for a rent subsidy. This year 6 companies benefitted from reduced rent (with grants totalling £8,610.25)

At the start of April 2020, the occupancy at Hanson Lane was 69%, due to the nature of small businesses at Hanson Lane, some had to rapidly expand and due to our simple terms, we were able to move this forward quickly for them. Overgate hospice contacted us and we were happy to offer them rent free spaces for donation storage at the time they were overwhelmed & used four units for six months. More enquiries came through due to people starting up companies in difficult times and by the end of the period under review in this report, the centre was fully occupied at full rental price for the first time in a decade. Negotiations continued with Calderdale council regarding 125-year leases for both HLEC and EWIC and we now have the Hanson Lane lease signed & will soon have the EWIC lease.

In summary, despite a particularly difficult time for commercial enterprises and despite significant loss of conferencing income, HOTs two business centres have overcome the challenges presented by Covid and have emerged stronger into the post-Covid world.

(2) Help local people into employment

Providing good quality jobs for people in our communities is a key part of the Trust's commitment to our local community. Our Employment team is based at Hanson Lane Enterprise Centre in the heart of Park Ward, delivering our services through a Key Worker model that promotes health and wellbeing through good quality employment support. Our activities include bespoke individualised support on a one-to-one basis, job clubs, training courses, wellbeing interventions and connections with employers across Calderdale. We pride ourselves on our friendly approach, building mutual trust and respect between our participants and Advisors.

During 2020/2021 the employment team have worked throughout the pandemic to support people with their barriers and into employment. Our contracts now include Hopeful Families which is funded by Lottery / ESF, Inclusive Economy (localised to Park & Warley) and inspire which is funded by ESF and channelled through Calderdale Council.

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The global pandemic has raised many challenges which has prevented our usual delivery model, including the lack of ability to provide face to face services for a time, working from home and transitioning some services to online provision. For around 5 months of the year, we had to re-prioritise our team to respond the pandemic by providing essentials for people in need. When focus returned to employment, it was recognised that there was an emerging group of people who have unfortunately lost their jobs due to Covid and also that our participant groups need face to face support due to the nature of the barriers. We set up a specific response to support local people to make new claims to Universal Credit and get back into work before becoming at risk of long-term unemployment. We continued to provide crisis response alongside caseload management of job seekers and employer engagement.

Despite the challenges faced by the pandemic, the team have still managed to meet and in some cases exceed contractual targets for each contract. We are a key delivery partner (Gateway) for the government's Kickstart scheme supporting young people aged 16-24 into placements and have utilised our employer relationships to facilitate this. For this period, we have engaged 130 people onto our projects, supported 34 people into quality jobs and 23 people into educational pathways.

Our approach is holistic. This means we provide specialist interventions for people to overcome their barriers to employment & training to enable & empower them to move forward. Often, we work closely with other HOT services to facilitate this approach. The ability to offer a wraparound specialist service under one roof is a unique selling point for the project teams. Working in partnership with other like-minded organisations is also crucial to our delivery model. Over this period, we have provided around 200 interventions for the people we are working with in specialisms such as mental health, addiction, housing and domestic violence. A good example of our holistic approach is outlined below:

We received a referral from a local Social Prescriber based within the GP surgery for a lady who was looking for a part time job and training. After the initial meeting, the participant made a disclosure about her home circumstances in that she was a victim of domestic violence and with a young child in the house this was an immediate safeguarding risk. She was supported, along with her young daughter, to secure a place in a women's refuge so that any immediate risk could be alleviated. Once there, assessments and action planning were undertaken to provide support for her journey forward. This involved supporting the participant with getting settled status, making a claim to benefit to establish an income, securing a social housing property for her and her daughter, securing a school place for her daughter and accessing financial support for essential household goods. In addition to the practical support given, she was also offered emotional support for her mental health and wellbeing. Once settled, the participant was matched with a local employer and interviewed for a role that fits around her new circumstances. This participant starts her new job in September.

The interventions pulled together by the HOT Employment Advisor for this participant are from a variety of our preferred specialist partners, including: Noah's Ark, St Augustine's Centre, Calderdale Council, Together Housing, and the Women's Centre.

(3) Support and deliver work-based learning and personal development

Achieving personal career goals often relies on good quality training either on the job or through attending a training setting. Halifax Opportunities Trust directly delivers a range of certificated and non-certificated training programmes including employment-related short courses, professional development support, apprenticeships and programmes for those working in early years or education.

Our Work-based delivery arm which specialises in delivering apprenticeships opportunities in Early Years and Teaching Assistants has been through a challenging year as a result of the Covid-19 pandemic. We have experienced a substantial drop in new apprenticeship starts. Our delivery model has always focused on providing face-to-face delivery in workplace settings, this has been seen as a key strength and over the years has been valued by both apprentices and employers we work with. Our OFSTED monitoring visit of 2018 rated HOT with the highest grade. Unfortunately, the Covid-19 pandemic proved to be a huge challenge to this way of working with more focus on online teaching and learning. In addition, key staff left during 2020, so we have a totally new team in place. We went through an OFSTED monitoring visit in February 2021 and were graded as having made insufficient progress, this is a direct result of the challenges highlighted above.

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(4) Support children and families
HOT has developed and delivered a range of community-based services for families with young children in Calderdale for many years. These services, operating from a range of neighbourhood Children's Centres and community venues, have mostly been delivered in partnership with Calderdale Council. From July 2014 this has been in the form of a contract which the Trust won via a competitive tender process. The Centres are normally busy and informative venues and are well used by parents in the community, however Covid 19 significantly affected the way services are delivered and how parents access them. During the pandemic services for families were offered virtually during the first lockdown, gradually moving to face to face in a Covid 19 secure environment as restrictions lifted. Throughout the pandemic our four nurseries remained open as per government guidelines initially to all those children of key-workers and children deemed most vulnerable.

The Trust continues to work closely with CMBC through extended contracts and is also working with other partners in formulating a Starting Well Board - with a view to working towards an Alliance Contract in the future.

The Covid-19 Pandemic severely impacted on the lives of all residents and families registered with the Children's Centres and Nurseries. As with all other services, we ceased running groups and activities in mid-March 2020. Realising that our families would be at home and needing support with the unprecedented situation and an unknown impact timeframe, we immediately mobilised and embarked on telephone support.

- 5,352 contacts were made with families through welfare telephone calls. These calls were to identify families who were struggling with being in lockdown and offer a listening ear, support and advice.

As a result of these telephone calls, needs were identified for families, with emergency food parcels and children's activity packs, with ideas to occupy and continue children's learning and development during the lockdown. We found many families welcomed this weekly friendly call, especially where there were mental health issues relating to the lockdown and they required someone to talk to for reassurance. As needs were identified families were referred for support, with an increase of 64% of families accessing our Family Support services.

Although the Children's Centres remained open for antenatal/postnatal care, our teams developed new ways of virtual service delivery, such as:

- Groups and activities to continue children's learning & development, including parent & toddler groups, supported by information videos on YouTube and social media platforms
- Groups and activities to support health & wellbeing, including breastfeeding, mental health groups and cooking activities with ingredients delivered.
- Telephone Speech and Language assessments and support for children with disabilities.
- All Family Support, Perinatal and Outreach caseloads were contacted weekly (or more often if deemed necessary) by their designated worker
- Weekly telephone support for nursery children's families, who were not in the settings, along with home learning packs delivered.

Throughout the pandemic our nurseries remained open as per government guidelines initially to all those children of key-workers and children deemed most vulnerable. 87 children attended our nurseries during the lockdowns and then increased to all children after the first lockdown with 265 children attending the nurseries during 2020-21.

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(5) Support and promote health and wellbeing

Being well and active and feeling happy and safe have become even more important during the last year as result of the pandemic. Covid 19 has highlighted and exacerbated the many inequalities we have in Calderdale. The Trust continues to run a range of projects that sit within our 'Wellbeing' area of delivery. Our **Staying Well** programme has played a vital and crucial role in supporting the most vulnerable people during the last year through very trying times. The Staying Well service was at the forefront of establishing and running a food parcel delivery service for those people isolating, unable to go out or struggling financially to purchase food. Staying Well as part of a multi-project approach delivered more than 1400 food parcels to the neediest. Staying Well and the project teams also made well over 3000 befriending and welfare calls to isolated and lonely people. Our Active Calderdale project to get inactive people moving also had to adapt to the new environment and the focus shifting to encouraging people to remain active and moving within their own home. Information guides round home-based activities were produced and these were sent out with food parcels. Online movement/exercise sessions were embedded into our ESOL provision to encourage people to become more active whilst staying at home due to the lockdown. Our Community Organisers equally took part in multi-project team effort to support the most vulnerable during the crisis. Our Community Organisers took part on in delivering food parcels, doing door step welfare visits and making befriending calls. This allowed them to utilise their listening skills and gain valuable insight into how people were feeling. Projects also played an important role in supporting public health messaging around Covid specifically targeting the Central Halifax area. A number of video clips were produced encouraging people to adhere to Covid safety regulations and encouraging the take up of Vaccines. HOT was recognised by Calderdale as key community anchor organisation they could work with to engage and support the local community during the Covid emergency.

Staying Well Case Study

P was a self-referral to the Staying Well project back in January 2021. P lives on her own and had to self-isolate throughout the pandemic due to her health conditions which left her feeling lonely and isolated and this also had a negative impact on her mood.On the initial telephone call, we discussed with P what Staying Well could do to support her. P agreed that she would benefit from calls from ourselves every fortnight. Over this time P disclosed that she was struggling financially and in need of basic food essentials. We explained that we are currently running a food parcel service to help meet the needs of individuals in her situation and would be able to arrange for a food parcel to be delivered to her. P was extremely grateful and appreciated the gesture and felt quite emotional about her experience. We assured her that this would only be temporary as many people were in a similar position and there are services available for additional support.

During our telephone befriending calls over the following weeks P had many highs and lows, in particular when it was coming close to her birthday which left her deflated. P had mentioned that spending this time on her own would be very difficult and was feeling very emotional about it. We asked P if we could call her up on her birthday and she loved the idea as it felt like people actually care. After receiving a call from us on her birthday P mentioned she was starting to feel more optimistic about things and starting to grow in confidence. She felt speaking to our team regularly made her feel better and she needed to stay positive overall.

P had mentioned in the past she had experience of working in a school and would be something she would like to pursue if anything appealed to her in relation to employment as this would help her be more active. We advised her in May there was a vacancy as an early year's practitioner in her local area and something she should apply for if she is in a better place now. P decided to apply and within a week was invited for an interview. We arranged for P to have mock interviews with our team in preparation for the day. Despite being very nervous at the start P became very confident in answering general interview questions which was a positive sign and we wished her the best of luck.

The following week we received a call from P to notify us she had been offered the position and would start the job next month. She was grateful for the support she received from Staying Well and felt that it had given her the confidence to believe in herself again. We have continued to support P with telephone befriending and weekly food parcels until she receives her first pay. We have also offered P ongoing support during the early days of her employment as she feels this would be helpful.

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2020-21 brought both opportunities and challenges for **The Outback Community Kitchen and Garden** project. The national and local Covid restrictions that were in place for much of the year meant that community events and external hire of the kitchen facilities were limited, as was public access to the garden. The garden was looked after by staff and a small team of volunteers, who continued to maintain and improve the site and grow produce. The outdoor space proved a valuable resource for staff teams who were able to offer safe face-to-face meetings with clients and participants. Between July and October, the Calderdale Council Portage team hired the garden for weekly visits with the families they work with. In September HOT was successful in a Power To Change funding application (Covid-19 Community Led Organisations Recovery Scheme - Sehat project). The majority of the funding was allocated to The Outback and was used to commission a feasibility study and 3 year Outback business plan, create more usable covered areas within the garden and to purchase new garden/cooking equipment to enable us to run more and better equipped community activities as restrictions ease. It also funded a weekly healthy meal bag scheme for local families whose children who attend The Halifax Academy School between December and April. Although the meal bag scheme was set up as a short-term response to the pandemic, a partnership with the Halifax Academy school developed and the and the school continue to purchase fresh Outback produce for use in community cooking sessions and hire the facilities for cooking/gardening workshops.

In September, the Hopeful Families team and our Senior Community Organiser/Food Inspirer set up a weekly free community hot meals service from the Outback kitchen, using the Tesco Fair Share scheme and fresh Outback produce providing a fee hot meal to people from the local community to complement the other emergency food activity available in Park Ward. The service proved successful and continued for the remainder of the year, serving on average between 30-40 meals each week. Strong links have been developed between the Outback and the Hopeful families staff team, with several joint projects being established including the addition of a beehive to the garden and a weekly men's gardening group.

Volunteering in the Outback remains strong, and the pandemic has generated more interest in gardening but also more people recognising the positive effect on wellbeing of being outdoors and in nature. Throughout the year we have seen an increase in enquiries about volunteering opportunities from both individuals and other organisations working with people to support good mental health. In December we were able to host a Volunteer Celebration which included a wreath making workshop, a bonfire and hot food to acknowledge the hard work and support from our volunteering team throughout a challenging year.

(6) Support inclusive integration of new arrivals to the UK

The Trust is based in the heart of the most culturally diverse ward within Calderdale: Park ward. Park has a long and rich history of being the 'go-to' place for migrant communities when they first arrive in Calderdale. The Trust provides inclusive integration programmes to support new arrivals to settle and make valuable contributions in Calderdale as active citizens. Our programmes are well established and have been running since 2002. These have become even more important during the Covid pandemic as the people we work with are amongst the more vulnerable in society, due to health and socio-economic reasons.

During the year, we have engaged and supported over 170 people through the following programmes:

- VPRS (Vulnerable Person's Resettlement Scheme) commissioned by Calderdale Council to deliver English language, Citizenship, IT skills, Employment support & orientation programmes to individuals that have been granted leave to remain from Syria, Sudan & Afghanistan.

- Together Calderdale funded by the Ministry of Housing, Communities & Local Government to deliver English Language & Integration programmes for improving community cohesion & engaging 'hard-to-reach' groups.

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- Connecting Opportunities programme funded by the National Lottery Community Fund & European Social Fund. Working with new migrants & refugees to develop their skills and opportunities to find work and be part of the local community, in West Yorkshire and parts of North Yorkshire. HOTs Connecting Opportunities programme has successfully supported clients in developing the skills needed to gain employment in the UK, improving English language skills, feeling part of the community & increasing confidence and well-being.

- Covid -19 Awareness programme funded by the National Lottery Community Fund. Initially intended to deliver in Calderdale however due to the outstanding success of engaging 'hard-to-reach' groups & tackling digital exclusion, HOT extended the contract to Kirklees. The programme was delivered in response to HOT identifying the exacerbation of difficulties already encountered by our local communities in having access to key health messages regarding Covid - 19 measures. All clients were offered IT resources & trained to access online information & play their part in helping reduce the infection rates. This led to HOT supporting the community to access the vaccine roll out programme & it is pleasing that we were successful in both changing misconceptions held of the vaccine & individuals coming forward to receive their vaccination.

- Census 2021 - HOT was successful in our application to become an approved contact centre. Funded by 'Good Things Foundation' to provide support to ensure those without skills or access can participate in the first digital census. Highly successful programme that also widened employment opportunities for local people to help local people.

As in line with previous years, we remain committed to aligning tailored service delivery to meet constantly changing needs of the local community. As well as practical service delivery, it is of paramount importance for us to continuously prioritise strategic forward planning to ensure identification of suitable funding streams are sought to both widen accessibility to learning & remove the obstacles that hinder engagement. This inevitable nurtures & strengthens our partnership working with all stakeholders in both Calderdale & Kirklees boroughs.

Our commitment to improving the 'life chances' & helping strengthen social integration and successfully moving individuals into economic participation will always remain of key importance in all areas of our delivery. The superb achievements of all our service users gives us great pride & satisfaction in the work we do. The case study below gives an example of how HOTs Integration Team work alongside new arrivals to Yorkshire to find their feet and start a new and fulfilling life in the county.

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Amira came to the UK in 2019 from Morocco as a spouse, marrying a British Citizen and settling in Lancashire. She had a very successful career in Morocco as Business Lawyer with a very good income and quality of life with her family and friends.

After moving to the UK, she underwent some very difficult and challenging personal circumstances and had to leave the family home to protect her own safety. It was a last resort and Amira was then offered a place at a women's refuge. It was during her time at the refuge that she came into contact with the Connecting Opportunities programme at HOT.

Initial contact with Amira was made by Surraya Bibi and Shanaz Patel from our Inclusive Integration team to tell Amira about the support on offer through Connecting Opportunities. She was very excited and ready to undertake any support both emotional and educational. Though her journey has been full of turmoil, she is always so positive and wanting to make a future here in the UK. Every time the team speak with her, she is thankful and grateful for having the chance to join our programme.

Since joining Connecting Opportunities through HOT Amira has successfully undertaken and passed her Level 3 Teaching Award Qualification, now has a professionally produced up -to date CV and has had a careers guidance interview with an employment practitioner.

Through Connecting Opportunities, we were able to pay for Amira's oversees qualifications to be converted via NARIC, giving her Level 6 qualifications. The impact of this for Amira is she feels that this has greatly improved to her self- esteem and self-worth. Furthermore, courses and training have been explored with her and she has just recently started a Community Interpreting Course at Level 2 whereby she can use her fluent language skills in French and Arabic in order to find employment as an Interpreter.

Amira's goal is to qualify as a teacher either teaching languages within secondary schools or working with children who have special educational needs. We are currently exploring Higher Education and UCAS for her in order that she can attend University courses in teaching. The only barrier to her for progression onto a teaching degree is having the GCSE English language qualification and in order to overcome this our Inclusive Integration team are now looking at Equivalency Testing as well as exploring Educational Needs courses to add to her experience and skills. Amira's success has also led to her to become a Connecting Opportunities champion and she is keen to support other clients through this role.

Amira will often tell her key worker at HOT that she has tried to access support from other organisations in the past but with Connecting Opportunities she feels "at home, part of a family". She has also managed to make some friends through the online Zoom level 3 Teaching Award. In summary, Amira is feeling very positive about her future - though she is still at the women's refuge, she is now in a position whereby she can look for and bid for council and housing association properties. She is aware that her keyworker will assist her in helping to set up in her new home once allocated to her, helping her with sourcing furniture and white goods, setting up utility bills etc. Amira is also now in a position to look at Higher Education opportunities and to give herself good job prospects she is also willing to move to large cities like Birmingham and Manchester. The future certainly looks good for Amira.

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(7) Leadership, governance and central support functions

Underpinning the outward-facing work of the Trust is a central services team and a board of trustees whose role is to ensure that the leadership and operational aspect of HOT is of high quality. The Coronavirus pandemic and associated lockdowns tested the leadership of HOT in a way that was incomparable with any other situation during our 20 years of existence. Trustees/directors of both HOT and its subsidiary trading company (Elsie Whiteley Innovation Centre Ltd) met regularly and often during the first 6 months of the financial year, placing particular emphasis on understanding the impact of a significant loss of trading income and therefore of HOT's cash-flow. The CEO, Community Programmes Lead and Enterprise Lead secured emergency funding of over £300,000 from a range of sources to mitigate trading losses. The Trust also made use of the furlough scheme. Quick decisions had to be taken by the senior management team regarding staff who should shield; staff whose childcare responsibilities meant they were unable to work; adaptation to working from home. There were a whole host of personnel issues to deal with and to try and be fair to staff in a wide range of circumstances. HOTs HR Adviser was a particularly reliable source of advice and solutions during this time.

In addition to the particular demands of the pandemic, 'the day job' also continued. The central services team delivered finance, HR, quality and IT core services from back bedrooms and kitchen tables across Halifax.

After the year end we finally secured 125-year leases with Calderdale council on 2 of the buildings we operate (Hanson Lane Enterprise Centre and The Outback) and hope to sign off a lease for Elsie Whiteley Innovation Centre sometime later in 2021. Having the security of these long leases will allow us to invest further into the buildings and improve our balance sheet position.

We did particularly well in quality assurance during the year. In October 2020 HOT was accredited with Quality for Health & Wellbeing which is a quality assurance system for the voluntary community and social enterprise sector delivering health/wellbeing services. Key areas of excellent practice from the assessment included:

- Assessment and planning stages of the care process which ensures that services are well planned and reviewed to ensure health and wellbeing outcomes are targeted and met;
- The person-centred planning process enables service users to be involved in the planning and review of their care. The interventions are also aimed at prevention and/or self-care.
- The whole service, despite its relative size, is able to respond quickly to identified needs.
- Clear referral process, enabling smooth transition of services.

In December 2020 HOT achieved the Cyber Essentials quality certificate for assurance that we are working IT securely against cyber-attacks, that we have cyber security measures in place and a clear picture of the organisation cyber security level. In March 2021 HOT was accredited with the Matrix quality standard for information, advice and guidance services. The matrix accreditation covered two areas of service delivery - Employment and Learning (Apprenticeships).

The challenges posed by the pandemic and series of national lockdowns in 2020-21 meant that HOTs marketing function was quickly required to pivot from our agreed strategy and marketing plan to support communications efforts across the Trust advising our communities of both changes to service delivery and vital public health announcements. Much of this was done digitally utilising our well-established online and social media presences to reach our stakeholders across Calderdale and beyond. We also partnered with local third sector organisations to provide comms support on joint projects such as the food parcel delivery service.

As our services began to move online the marketing team assisted colleagues from within the Trust with using technology to create videos and deliver online sessions over platforms such as Zoom and Teams and working alongside partners in public health and the local authority, we continued to create engaging digital content to disseminate consistent key public health messages.

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Internally we worked with colleagues in Enterprise to develop a COVID recovery strategy, identifying early-on those working patterns were likely to change post-COVID and that requirements for meeting and work spaces would change. Our strategy saw heavy investment in our flagship business centre, Elsie Whiteley Innovation Centre, to streamline and redesign both meeting and communal spaces with a sleeker, cleaner aesthetic and incorporating planting and foliage as natural air filters. The investment was at odds with many other providers in the sector who simply buckled down to 'weather the storm' but appears to be paying dividends as both office enquiries, occupancy and meeting room bookings are looking strong for 2021-22.

Despite the challenges of lockdown and working from home, the finance team ensured that all our financial commitments were met and that we made regular and timely payments to our suppliers. We maintained a positive relationship with customers and ensured that accurate timely information was being provided that they were not building up large amounts of debts. An improved central purchasing system was put in place over the year and this has reduced duplication across the organisation as well as allowing us to develop relationships with suppliers and secure lower prices via bulk buying. We introduced new procedures and amended some old processes to ensure consistency across all teams in HOT. HR played a key role during lockdown, by providing management and staff with up-to-date information on government restrictions and ensuring that all teams could function from home.

Future commitments

The Children's Centre contract forms the major source of future commitments/liabilities for the Charity, in relation to the defined benefit pension scheme for TUPE'd staff who were originally employed by Calderdale council. The current contract is due to finish on 31st March 2023 and we expect an extension to this in the form of an 'Alliance Contract' that will include a range of providers and extension of services. HOT has met the level of required pension contributions since it took on the contract in 2014 and therefore has met all its obligations in terms of keeping the scheme adequately financed. However as at 31 March 2021 under the FRS 102 (LGPS funded benefits) disclosure requirement, the Charity has recognised a pension liability on the balance sheet of £2,559,000 in relation to the Children's Centre contract (see note 19 of the financial statements for further details). This is the difference between the fair value of the assets and the present value of the defined benefit obligation as valued under FRS 102 and using the assumptions presented to the Trustees in the actuary's report.

The FRS 102 deficit shown as at 31 March 2021 is only a snapshot at a point in time. In particular, the deficit on this basis is sensitive to corporate bond yields which were extremely low at this date. This means that the value placed on the liabilities is higher than would otherwise be the case. As an example, as at 31 March 2020, corporate bond yields were 0.25% p.a. higher which would have reduced the liability (and deficit) by £385,000.

The deficit disclosed in our accounts is not reflective of our ongoing obligations under the Scheme. These are assessed every 3 years as part of the triennial actuarial valuation process. As at the last actuarial valuation carried out as at 31 March 2019, we were 111.2% funded with a surplus £336,000.

We are also defined as a 'subsumption body' in the Scheme which reflects a guarantee provided by Calderdale Council which means that should we exit the scheme at any point any liability due would be picked up ("Subsumed") by the Council.

The Trust will continue to make contributions at an agreed rate to fund the pensions being built up"

The recognition of the pension scheme deficit in the Balance Sheet has resulted in the Charity itself showing a deficit of reserves at 31 March 2021. As mentioned above this pension deficit is not payable within the foreseeable future (12 months from date of this Report), there is a subsumption agreement in place with Calderdale council and the Charity will be able to continue operating as normal during this period and the accounts have therefore been prepared on a going concern basis.

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FINANCIAL REVIEW

Financial position

The Group is reporting net operating expenditure of £160,559 for the year ended 31 March 2021, before movement on the pension scheme.

Following recognition of the actuarial movement on the defined benefit pension schemes, the Group is showing a total net expenditure position of £948,559.

The Group receives funding from a range of sources including local and national government contracts, local and national government grants, grant income from Trusts and Foundations as well as generation of its own income via its subsidiary company. The Trustees have adopted diversification of income streams to mitigate the risks around sustainable income sources.

Details of the specific grants received by the Group are included in note 2 of the accounts and the results of the two trading subsidiaries are included in note 16 of the accounts. The income sources of the Charity's restricted funds are included in note 18 of the accounts.

Investment policy and objectives

Under the Memorandum and Articles of Association the trustees have the power to make any investment they see fit. During the year under review the trustees have chosen to hold the surplus funds of the Charity in the bank account with Unity Trust Bank PLC. These are held in current accounts in order to facilitate the day-to-day operations of the Charity. £702,264 of the Trust's funds are held in an interest-bearing current account with Unity Trust Bank in order to maximise income from the Trust's surplus funds and to meet the fiduciary requirement of the trustee board.

Reserves policy

Reserves are required by the Charity because there is a need to match variable future income with fixed commitments, grants are often received after the relevant expenditure has been paid out, and the Trust at times supports certain projects beyond the life of specific funding or bridges between contracts. The policy agreed by the Board of Trustees is described below:

The HOT Board have agreed to determine the target level of reserves using the following approach:

+ 50% of high-risk income
+ 50% of annual salary costs
+ all current contractual payment commitments

The reserves levels will be reviewed each year when budgeting is being carried out and will therefore fluctuate as risk increases/decreases; salary costs increase/decrease; and contractual commitments increase/decrease.

Using this approach, the reserves level for 2020/21 has been set at £1,160,396. Unrestricted reserves as of 31st March 2021 were £644,021 in the charitable company and £1,118,109 in the group.

The trustees have not designated the use of any of these reserves and therefore they are general reserves to support the ongoing operation of the charity.

Going concern

The Charity's liabilities currently exceed its assets however this includes the recognition of a defined benefit pension scheme deficits of £2,559,000. The Trustees have given detailed consideration to this situation as noted in this report.

Although this deficit represents a material uncertainty, the Trustees believe that this position will not have any significant impact of the Charity's ability to operate.

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FUTURE PLANS

(1) Support enterprise, business start-up and growth

The Trust intends to continue with provision of business, office and meeting space via its two enterprise centres and despite the impact of Covid-19 has seen an increase in enquiries from businesses. Networking sessions will restart in September 2021 and we have revised our support package to tenants to include much more detailed signposting in the first instance and offering to "mix and match" the total value of the grant to not only provide rent subsidy for up to 18 months but offer training, mentoring and advisory services paid for in place of some of the rental grant.

Planned refurbishment of the reception and atrium at EWIC will be completed in June 2021. This includes large planted areas of trees and plants, a new larger reception desk, new seating areas to include power for laptops, new soft furnishings and two four person "huts" to encourage small meetings and make best use of the space. The management and board felt that in order for the centre to continue attracting (and maintain existing) tenants and conference visitors that this was the time to spend a substantial amount on an impressive set of improvements to our already fantastic offering. Feedback on these planned improvements has been very positive and we expect to see our income continue to rise through this dramatic change.

Automatic Number Plate Recognition car park barriers are currently being investigated at EWIC. Benefits include improved visitor experience and a new income stream of up to £11k PA for the centre at an initial cost of just under £12K. It would also reduce pressure on reception staff at peak visitor times. Electric car charging points are being considered as an option for some tenants and this will be expended over the coming years as the uptake increases, again this would be a chargeable service to tenants and the aim is to have the service pay for its installation within 5 years.

Hanson Lane Enterprise Centre is nearing the end of its useful life as a multi-purpose site and we are now actively looking for a replacement site for "HOT HQ" when we have relocated the services, we offer from HLEC we will look to demolish the main building and replace with simple duplex units which will drastically reduce the operating cost of the site and increase revenue as well as making it a single purpose site

(2) Help local people into employment

Unemployment remains high within our locality, and in particular youth unemployment. There is also a skills shortage in certain sectors. An emerging group of job seekers are those people who have been furloughed throughout the pandemic and have unfortunately lost their jobs after this scheme ends. Looking forward we will look to engage and support both existing and emerging groups of job seekers and expect our services to be needed more than ever. We will continue to deliver the Kickstart scheme to support young people & employers. Our Hopeful Families contract has been extended until March 2023 and our Inspire contract runs until January 2023, therefore we will also be focusing on opportunities to secure our services & team beyond this.

(3) Support and deliver work-based learning and personal development

Even though 2020/21 was a challenging year, the future is looking good as a result of the hard work and dedication of the new work-based delivery team. We anticipate recovery may take longer than a year given the ongoing situation in relation to the Covid-19 pandemic, but where we are able to control changes and improvements to the service we are in a more confident position. Considerable work has been done and continues to be done around quality and to develop a mixed learning delivery model which allows us to deliver face to face and online. This will allow us to address the areas we need to improve as highlighted by the OFSTED monitoring visit. We have retained our contract with Kirklees council to deliver Teaching Assistant apprenticeship programmes for their schools. We are moving forward with plans to develop our apprenticeship offer by delivering level 4 and level 5 in early years this will allow us to offer progression opportunities to those individuals who have completed level 3 apprenticeship programmes. We received a follow-up Ofsted visit in July 2021 which confirmed that progress was being made and the service is on an upward trajectory.

FUTURE PLANS - continued

(4) Support children and families

We are an instrumental partner in the development of the Starting Well Strategy in Calderdale for children 0-5 years. We have been awarded a 2-year contract extension from April 2021 (with a significant budget reduction) which has led to a restructure of the staff team. We are working towards becoming part of a newly formed Alliance contract for 0-5 years from April 2023. In preparation for this the key performance indicators and definition of target families have been changed this year. The focus for the next twelve months is to embed these new KPI's and target groups into service delivery, and adapt the systems and processes already in place to capture the data required to demonstrate the impact being made by services offered. The challenge this year is going to be re-establishing face-to-face service delivery when Covid 19 restrictions cease, and building families' confidence in attending services.

Other key areas of development in the future include embedding the new EYFS into nursery and early years provision; recruiting more parents to be involved in the governance of the Children's Centres; training all Early Years staff to increase their knowledge on how to improve children's speech, language and communication skills; increasing use of the Centres 'out of hours'; marketing nursery places as we saw a reduction in some nurseries in the number of children (again, due to Covid).

(5) Support and promote health and wellbeing

Staying Well, Active Calderdale and Community Organising funding is secure for 2021/22 at least. The projects will continue to play their part in supporting the most vulnerable in society, even more so during (and hopefully after) the Covid pandemic. We plan to provide key messages around good health. Through our trained diabetes champions, we will focus on conditions like diabetes and encourage healthy eating and exercise. Working closely with our partner agencies such as the Better Living Team we will continue to raise healthy lifestyle awareness as this more important than it has ever been.

Plans for The Outback include building on the partnerships that we have developed in 2020-21 to provide more health and wellbeing activities for local people in the Outback. We will implement objectives from the 3-year business plan to help make the Outback financially sustainable, this includes trialling more commercial activities and increasing external hire of the facilities. We want to build on the volunteering programme to provide opportunities for a broader range of people to learn more about gardening and growing food, and we plan to maximise the use of the Outback produce, through sale of it locally and by using it on site in cooking sessions/workshops.

(6) Support inclusive integration of new arrivals to the UK

Our main delivery contract, Connecting Opportunities, that enables people to make the most of their new lives in the United Kingdom has been extended until March 2023. This provides us with much needed security and resource to support vulnerable migrants and refugees across Calderdale and Kirklees. We have also secured the Vulnerable Person's Resettlement Scheme and Together Calderdale for another year. All of these programmes will be needed to mitigate against the effects of the pandemic and economic impact when the furlough scheme finishes in September 2021. We are also conscious of the potential adverse effect the pandemic has had on community cohesion and will be channelling our resources to address this.

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FUTURE PLANS - continued

(7) New areas of delivery

In previous Trustee Reports we described a site which the Trust is interested in acquiring and redeveloping. A feasibility study, funded by the Architectural Heritage Fund and Calderdale council, was completed during 2020/21 which provided RIBA Stage 2 architectural designs and an outline business plan. The most viable use of the site combines commercially-let office space with space for HOT and other community projects to be based. The renovation would have to be financed via grant funding as loan finance would be too risky based on the cost of renovating the listed building and its likely future use. The Trust will continue to progress this project, although progress is expected to be slow and highly dependent on support from the local authority. The Trust will continue to progress its work on empty homes, now that a robust business plan is in place. Further revenue funding is being secured to fund a new staff role to lead the project and pay for legal advice and services. Finally, there are two potential sites that have been identified for a new HOT HQ, an 'Opportunities and Wellbeing Centre'. Funding from the Coop Foundation has enabled development work to take place around these opportunities and further feasibility work will take place over the coming year. These are all ambitious capital projects requiring external finance (including loan finance) and external specialist advice; therefore, a robust, steady, risk-based approach is being taken. In terms of new services and activities, we are interested in developing a specialist nursery for children with special needs. We are in the early stages of understanding the need for this and the financial requirements of setting it up and sustaining it. The wellbeing team are exploring opportunities to support people manage long-term physical and mental health conditions. All these initiatives are based on our experience, understanding and involvement with the communities in which we are based and all help to strengthen HOT's charitable objects and purpose.

(8) Governance, Management and Central Services

We will continue our quality improvement work in a number of ways. We plan to extend the Matrix accreditation across the Children's Centres delivery work. Children's centres and nurseries are primarily focused on improving outcomes for young children and their families, with a particular focus on those in greatest need. This 'purpose' has a natural fit with IAG, and it may be beneficial to extend this accreditation firstly to ensure a consistent approach to the delivery of IAG, secondly to provide reassurance that the 'purpose' is being met. We will carry out further quality assessments and

reviews against the Quality for Health assurance framework and review our performance management effectiveness to gain detailed insight into how well we are currently leading, supporting and improving our staff to achieve business results. This will be achieved via online surveys and interviews to gather valuable information from staff. Quantitative and qualitative insights with an action plan will be designed to support the evolution against Quality for Health and to demonstrate its impact and how we take care of our staff, service users and work with co-partnership organisations. We will work on quality strategy plans to move the Ofsted grade to "good" for Apprenticeships with a key focus on the quality of the curriculum, improving learning results of mathematics and English, enabling apprentices to develop successfully the knowledge and skills that they need in their workplaces, ensuring that we provide IAG careers information for apprentices to use when they are considering their next steps, developing meaningful and impactful education service.

In terms of marketing and communications, our strategy continues to focus on building awareness of the Trust and our services to the wider community and supporting project teams with communications requirements in order to deliver their work. Our overall aim is to position the Trust as a respected, go-to organisation grounded in its community and accessible to all - a place that people want to both use, work for and collaborate with to improve the lives of the people we work with.

Within the Finance team, we aim to have two members of staff qualified in Levels 3 and 5 Leadership and Management enabling them to develop skills to use within the team and across HOT. We will also update the financial procedures manual as there have been changes in processes through the finance function. During 2020/21 our HR team have developed an HR strategy which we will implement over the next three years focusing on the key areas of Recruitment & Retention, Leadership & Management, Performance management, Employee Engagement, Reward & Recognition, HR Capability & Infrastructure.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Halifax Opportunities Trust, was incorporated in 2000, achieved charitable status in 2002 and has been operational since April 2002. It was established as the successor body for a government funded regeneration programme in the Park Ward area of Calderdale.

HOT is a membership organisation. Its trustees are elected from its membership as laid out in the Memorandum and Articles of Association.

HOT's charitable work was for its first few years primarily focused on the Park Ward area of Calderdale but it is now operating across the whole of the borough and in Kirklees, building working relationships with private, public, voluntary and community sector organisations to provide services in a number of communities.

HOT has two commercial properties on long term peppercorn leases from the local council. They are used as a base for HOT's charitable activities and are also let to local businesses to promote and encourage local business growth. The property interests are managed by a wholly owned subsidiary company, Elsie Whiteley Innovation Centre Ltd. For this reason, HOT produces consolidated accounts.

Governance

HOT is a registered charity and a company limited by guarantee. Board members are therefore both trustees of the Charity and company directors. There are currently fourteen trustees.

Elected trustees serve for a maximum of fifteen years and the co-opted trustees are co-opted annually. Elected trustees are elected by the HOT membership at the AGM. Co-opted trustees are appointed by the Board. All new trustees receive an induction pack and complete a register of interest document. They are also provided with opportunities for governance and sector specific training and development.

The Charity's Board and the subsidiary boards meet quarterly. In addition to these meetings there is a Finance and HR Sub Committee and a Risk and Governance Committee. Special purpose task and finish groups are formed to meet specific needs. These meetings take place between formal board meetings to explore issues in depth and help trustees and directors better understand the changing environment in which the organisation operates. Any such groups report back to the full Board. Currently there is a Buildings Sub Committee which is overseeing the heritage and empty homes work.

An annual away day is held for trustees and staff at which future direction and priorities are agreed. The Strategy Plan is reviewed annually and each team produces a short business plan which outlines key activities for the year ahead. KPIs are drawn from these plans and are used as the basis for performance management within the organisation.

Management

There is an experienced senior management team of seven at the core of the organisation that meets bi-weekly to plan pan-organisational operational activity. The team is led by the Chief Executive. The Chief Executive and the senior managers report directly to the Board at the quarterly charity and subsidiary board meetings. They produce written exception, risk and recommendation reports for these meetings and attend to respond to questions and provide further information as required. The senior team attend regular training and personal development opportunities to ensure they are keeping their professional development up to date.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The trustees agreed a Risk Management Plan for 2020/21 and have agreed the plan for the forthcoming year 2022/23. The Plan describes HOTs approach to risk management and assesses the strategic risks for the organisation, based on Charity Commission guidelines and using a RAG system. Red (high level) risks are dealt with immediately, with Amber being dealt with as soon as possible. Risks highlighted for 2020/21 were all mitigated or negated within the year under review, including those relating to Covid. Detailed scrutiny of the risk plan, including emerging risks identified by SMT, is delegated to the Risk and Governance Committee which is chaired by HOT's Vice Chair. This Committee agrees and summarises key risks for the full board.

Company limited by guarantee

Halifax Opportunities Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such an amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

04089288 (England and Wales)

Registered Charity number

1086183

Registered office

Hanson Lane Enterprise Centre
Hanson Lane
Halifax
West Yorkshire
HX1 5PG

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

A Ali	(resigned 15/10/20)
H J Barber	(Chair)
P W Blackman	
R K Bostan	(resigned 2/9/20)
L Burrows	(appointed 12/8/21)
R J Craven	(Vice Chair)
A Hamid	(appointed 12/8/21)
J Harkness	(resigned 11/6/20)
R Hemblys	(Treasurer)
H L Hunter	
S Hussain	(appointed 12/8/21)
T Male	
S E Morrell	(Chair)
C J Pinder	(appointed 6/8/20)
A K Qureshi	(appointed 12/8/21)
R Rehman	(resigned 11/6/20)
G Rhodes	(appointed 12/8/21)
F Shoukat	(resigned 12/11/20)
M E Stead	(appointed 6/8/20)
R M Sweeney	(appointed 21/9/21)

Company Secretary
A S Haskins

Auditors
Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

Bankers
Unity Trust Bank
9 Brindleyplace
Birmingham
B1 2HB

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REFERENCE AND ADMINISTRATIVE DETAILS

Solicitors
Finn Gledhill
1 - 4 Harrison Road
Halifax
West Yorkshire
HX1 2AG

Service address
Elsie Whiteley Innovation Centre
Hopwood Lane
Halifax
West Yorkshire
HX1 5ER

Chief Executive
A Haskins

Senior Management team

S Nazar	-	Group Finance and HR Lead
J Bell	-	Business Centres Lead
A Hussain	-	Programmes Lead
C Parkinson	-	Children and Families Lead
H Peevers	-	Marketing Lead
M Ciewiertnia	-	Quality and Systems Lead

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Halifax Opportunities Trust for the purposes of company law) are responsible for preparing the Report of the Trustees 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 those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

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STATEMENT OF TRUSTEES' RESPONSIBILITIES – continued

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

AUDITORS

The auditors, Riley & Co Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 24. 11. 21 and signed on its behalf by:

H.J. Barber

H J Barber - Trustee

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Opinion

We have audited the financial statements of Halifax Opportunities Trust (the 'parent charitable company') for the year ended 31st March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the groups and parent charitable company's affairs as at 31st March 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 the provisions available for small entities, in the circumstances set out in note 22 to the financial statements, 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.

Material uncertainty relating to going concern

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

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

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

In forming our opinion on the financial statements, which is not qualified, we have considered the adequacy of the disclosure made in note 1 to the financial statements, concerning the ability of the group, and parent charitable company, to continue as a going concern.

The parent charitable company's liabilities exceed its assets by £1,647,761 (group net liabilities £1,441,591), however the liabilities include £2,559,000 in respect of defined benefit pension scheme. This pension liability is based on a professional actuarial valuation as required under FRS 102. The liability is directly linked to the Surestart contract for services, the current contract runs to 31 March 2022 and crystallisation of the liability would only occur in the event that the contracted services were ceased by the local authority, in the event of the contracted services being awarded to another organisation the staff and associated pension liabilities would be transferred to the new organisation or absorbed by the local authority.

The pension liability figure is also subject to large changes depending on investment performance year on year. The Trustees have prepared detailed financial plans which demonstrate that the charitable company is able to meet its liabilities as they fall due and therefore, they consider that the group and charitable company can continue as a going concern.

The negative reserves represent a material uncertainty which may cast significant doubt over the charitable company and group's ability to continue as a going concern. The financial statements do not include any adjustments that would result if the company and group were unable to continue as a going concern.

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Other information
The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's 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 take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the parent 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 groups and parent 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.

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Our 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 a Report of the Independent Auditors 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 is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experience of the industry sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment, environmental and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Ensured laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was a susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and
- Understanding the design of the company's remuneration policies.

To address the risk of fraud through management bias and override of controls, we;

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risks of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

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There are inherent limitations in our audit procedures described above. The more removed those laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the parent 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 parent charitable company's members those matters we are required to state to them in an auditors' 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Victoria Atkinson BA FCA (Senior Statutory Auditor)
for and on behalf of Riley & Co Limited
Statutory Auditor Chartered Accountants
52 St Johns Lane
Halifax
West Yorkshire
HX1 2BW

Date: 1 December 2021

halifax opportunities trust
hanson lane enterprise centre
the elsie whiteley innovation centre
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